2009 SMDC/ARSTAT
Senior Enlisted Leaders Training Conference

SELTC

Vandenberg Air Force Base, Calif. March 23-27, 2009

Soldier's Creed

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and I live the Army Values.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I will always place the mission first.

I am an American Soldier.

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LTG Kevin T. Campbell

Commanding General
USASMDC/ARSTRAT

Conference Participants:

Welcome to the annual U.S. Army Space and Missile Defense Command/Army Forces Strategic Command Senior Enlisted Leaders Training Conference. Thank you for taking the time to attend this very important conference. Your participation is crucial to your continued growth as senior enlisted leaders and to maintaining a solid foundation for the growth of our future enlisted leaders.

The CSA has designated 2009 as the Year of the NCO; placing a special emphasis upon Education, Health/Fitness, Leadership and Pride of Service. As you spend your time this week reviewing the mission areas supported by the command and sharing lessons learned, keep these four areas firmly in mind.

NCOs are the heart and soul of the U.S. Army and Senior Enlisted Leaders are its life-blood. I depend upon you, our senior enlisted leaders, to develop the objectives and goals that will guide our Soldiers throughout this very special year.

The success of this conference rests squarely upon your shoulders. Go outside your comfort zone; share your hard won knowledge, examine your own thinking and help assure the continued success of a truly outstanding command!

"SECURE THE HIGH GROUND"

Thanks for your service! I'm proud of each one of you.

Sincerely,

Kevin T. Campbell
Lieutenant General, U.S. Army
Commanding General

CSM Ralph C. Borja

Command Sergeant Major
USASMDC/ARSTRAT

Senior Enlisted Leaders/Team,

It's an honor to welcome you to our 2009 Annual United States Army Space and Missile Defense Command/Army Forces Strategic Command Senior Enlisted Leaders Training Conference. This year's conference is being held for the second year at Vandenberg Air Force Base, Calif. Guest speakers for this event will include our USASMDC/ARSTRAT Commanding General, Deputy Commanding General for Operations, U.S. Strategic Command Senior Enlisted Leader and other distinguished guests.

The purpose of this conference is to provide a forum for all Former USASMDC/ARSTRAT Command Sergeants Major, Senior Enlisted Leader from the National Guard Bureau, Air Defense Artillery, Signal Regimental, Provost Marshall Command Sergeants Major, selected Nominative Command Sergeants Major/ Command Chief Master Sergeants, Joint Functional Component Command Senior Enlisted Leaders and Senior Noncommissioned Officers, in order to interact and share your experience, exchange ideas and discuss lessons learned.

During the 2008 Association of the United States Army Meeting and Exposition the Secretary of the Army (The Honorable Pete Geren) announced that 2009 would be "The Year of the NCO," which we will engage and accelerate NCO development on the strategic initiatives, develop new initiatives that enhance the training, education, capabilities and utilization of the NCO Corps, and showcase the NCO story to the Army and the American people.

My sincere thanks and appreciation to our entire USASMDC/ARSTRAT Senior Enlisted Leadership and many others, who contributed, coordinated and supported this year's Senior Enlisted Leaders Training Conference, special thanks to the 14th Air Force (Air Force Strategic) and 30th Space Wing for their generous support and hospitality in hosting their facilities during this year's conference.

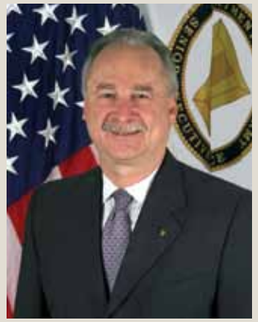
We hope this conference will be productive, beneficial and educating during your attendance as we continue to support our Warfighters around the globe and our Command. Safe travels and thanks again for all you do in support of our Soldiers, their Families and our Civilian Department of Defense/Contractors.

"SECURE THE HIGH GROUND"

Sincerely,

Ralph C. Borja
Command Sergeant Major, U.S. Army

Michael C. Schexnayder



Deputy to the Commander
For Research Development and Acquisition
USASMDC/ARSTRAT

Welcome to the Senior Enlisted Leaders Training Conference

Providing dominant space and missile defense support to the Warfighter is not just a catchy slogan; it is what drives us at USASMDC/ARSTRAT. We have dedicated people developing or acquiring the products, services and technology needed to maintain that dominance.

As the deputy for Research, Development and Acquisition, it's my job to ensure that what we do supports either the current fight or the future fight. You know what works or doesn't work. You know what you need. You know if government and contractor personnel are delivering the products and services you need. We need and expect to hear from you regarding the quality of those products and services.

Take advantage of the briefings this week, but consider that this is a week of experts briefing other experts – there are no amateurs in the room. What you share in the discussions will be as enlightening as what is being briefed.

Lastly, it is the Year of the NCO. I commend our NCOs for being the standard keepers for more than 200 years in training, leading, mentoring and caring for Soldiers. I ask that you help set the conditions for the success of future Soldiers.

As I retire, I want to thank you for your service and wish you much success in the future.

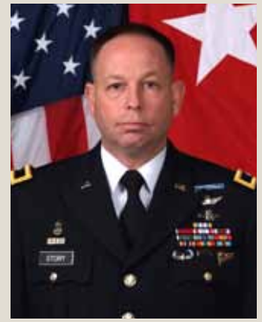
You are Army Strong!

Sincerely,

Michael C. Schexnayder
Deputy to the Commander for
Research, Development, and Acquisition

BG Kurt S. Story

Deputy Commanding General
for Operations
USASMDC/ARSTRAT



Senior Enlisted Leaders,

The first line of the NCO Creed states, "No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers." That is exactly how I see each of you. That is how the nation sees you. Sergeants and staff sergeants have assumed the leadership and responsibility for accomplishing "missions that have a larger strategic impact," a role that had been the purview of senior noncommissioned officers. With the newer roles for junior NCOs comes the responsibility for us to be very conscious and conscientious about modeling leadership for them. This is not a new task for senior NCOs.

I want to share with you a quote from H. Gordon Selfridge, an English merchant in the 19th Century. Although he was not a military man, I think he describes the leader you and I strive to be:

"The boss drives his men; the leader coaches them.
The boss depends on authority; the leader on goodwill.
The boss inspires fear; the leader inspires enthusiasm.
The boss fixes the blame for the breakdown; the leader fixes the breakdown.
The boss says "go;" the leader says "let's go."

As you spend time this week in your own professional development and spend the next year focusing on the goals of the Year of the NCO, I want you to reflect on the leadership you have already shown in making our Army the finest in the world. I want to commend you for it.

Sincerely,

Kurt S. Story
Brigadier General, US Army
Deputy Commanding General
for Operations

Steven L. Messervy

Special Assistant to the commanding General,
USASMDC/ARSTRAT

Senior Enlisted Leaders and Other Conference Attendees,

Welcome to the 2009, U.S. Army Space and Missile Defense Command/Army Forces Strategic Command and the Joint Functional Component Command for Integrated Missile Defense, Senior Enlisted Leaders Training Conference.

In this, the Year of the NCO, it is especially critical to look introspectively at how we execute our training regimen. At no time in our country's history has the training readiness of our forces been more crucial than during this era of persistent conflict.

Competent NCOs of character are necessary for the Army to meet the challenges in the complex security environment we face today. Army FM 6-22 establishes leadership doctrine and principles for all officers, NCOs, and Army civilians across all components. The concept of BE-KNOW-DO will always define the leadership construct within the Army and will assist all of us in being the competent, confident and agile leaders who are both relevant and ready for the missions we face. The NCO Corps has and will always meet the challenges.

The Year of the NCO highlights four areas that should remain uppermost in the discussions this week: Education, Health/Fitness, Leadership, and Pride of Service. We should incorporate each of those four areas into the coming year's training. These are not just topics; they are foundations for the Corps, which has been serving our country for more than 200 years.

Thank you for your service and for the time expended to improve our command. Your active participation during this conference bodes well for USASMDC/ARSTRAT and the U.S. Army.

Sincerely,

Steven L. Messervy
Special Assistant
to the Commanding General

Mark L. Swinson

Chief Scientist, Ph.D., P.E.
USASMDC/ARSTRAT

Senior Enlisted Leaders,

I welcome you to the Senior Enlisted Leaders Training Conference during this "Year of the NCO." Your active and thoughtful participation in this conference will be greatly valued. The knowledge you have gained from your service to the nation must be integrated into the overall knowledge base so it is all used to the maximum extent. We seek to ensure that none is lost as you rotate from one assignment to another. Your personal knowledge and experience will become the base that those who follow will build upon. This is why you, personally, have been selected to attend.

As Chief Scientist for U.S. Army Space and Missile Defense Command/Army Forces Strategic Command, I am especially sensitive to the many technological changes we will see in the future of space and missile defense. Some are incremental improvements to what we do now, but some are revolutionary new approaches to our mission. At this conference you will learn of many of these developments, and begin to adjust your thinking about how your organizational mission will be accomplished in the future.

Education is an important professional responsibility. Consequently, this conference will hopefully assist you to begin to understand the additional training you will need to meet your personal career objectives. Your career is largely in your own hands. You must request the training and education you require. As your personal advancement is enhanced, your value to the nation is also enhanced. Enjoy the conference, and make your mark. Army Strong.

Sincerely,

Mark L. Swinson
Senior Executive Service, U.S. Army

CSM Kevin B. McGovern

Command Sergeant Major
1st Space Brigade

Dear Soldiers and Conference Participants:

I would like to take this opportunity to extend a warm and sincere welcome to you for attending the Annual Senior Enlisted Leaders Training Conference, hosted by the United States Army Space and Missile Defense Command/Army Forces Strategic Command.

Today's Noncommissioned Officer (NCO) has dedicated themselves to hard work, sacrifice and perseverance. Rarely, with today's OPTEMPO is there an event where we can come together and enrich ourselves with an opportunity to hear senior NCOs teach and share their experiences. It is my desire for each of you to take away a high level of knowledge, along with the experiences shared, and enhance "OUR" Soldiers' lives. Remember, "OUR" Soldiers and their Families are truly a national treasure.

The Secretary of the Army, Mr. Pete Geren, announced at last year's annual AUSA convention that 2009 is "The Year of The Noncommissioned Officer!" What a grand proclamation! We, as NCOs have strong traditions that date back hundreds of years. We need to go forward and share those traditions with our communities and tell of our legacy and announce this proclamation. We need to build on the strong traditions of Education, Fitness, Leadership and Pride in Service. And while announcing this, we need to let everyone know that "The Year of The Noncommissioned Officer" is a celebration of one of America's greatest resources, YOU, our NCO Corps, because, we truly are "The Backbone of the Army."

We have a great line-up! This conference is an excellent opportunity for you to meet with Senior NCOs from USASMDC/ARSTRAT stationed all over the world. This is a great opportunity for networking, collaborations, sharing of technical information, and the opportunity to build and strengthen relationships. As always, I am excited at the prospect of educating our Soldiers and industry professionals, as well as anyone else who shares my interest in improving Warriors both professionally and personally.

I am looking forward to "OUR" sharing and exchanges, because this event promises to be the most stimulating and enjoyable event of the year for our command!

Sincerely,

Kevin B. McGovern
Command Sergeant Major, U.S. Army

CSM Joseph Rhodes

Command Sergeant Major
100th Missile Defense Brigade (GMD)

WELCOME.

I would like to take a moment of your time to welcome you to Vandenberg Air Force Base, home of Detachment 1 of the 100th Missile Defense Brigade.

This being the "Year of the NCO" gives us an opportunity to renew emphasis on the tactics, techniques and procedures that Noncommissioned Officers (NCOs) use to accomplish our missions and care for our Soldiers.

NCOs must focus on the items that create quality Soldiers. In order to improve yourself and thereby your Soldiers the NCO must seek both Military and Civilian education. Mental and physical fitness are the foundation that the NCO is built on. NCOs must seek the difficult leadership challenges so that they may better understand human interaction. Above all the NCO must be proud of his/her service.

At this conference, you have the opportunity to gain experience by sharing information with other top notch NCOs. Use this time to better yourself and the NCO Corps.

"GUARD, ENGAGE AND DESTROY."

Sincerely,

Joseph B.Rhodes
Command Sergeant Major, Colorado Army National Guard

SGT Audie Murphy Club

The Sergeant Audie Murphy Club (SAMC) traces its history to Fort Hood, Texas, and 1986. LTG Crosbie Saint and CSM George Horvath organized the club for the Soldiers of III Corps at Fort Hood. SAMC membership recognizes outstanding Army Noncommissioned Officers, those who exemplify the qualities and virtues of performance and leadership demonstrated by SGT Audie Murphy. In 1991, the Fort Hood Club was expanded to include all of III Corps. Two years later, CSM Richard Cayton transferred to Forces Command. With this transfer, the SAMC was opened to all of Forces Command, including the Reserves and the National Guard. It was not until 1994 that the Sergeant Audie Murphy Club spread Army-wide, with each command retaining the selection process for its own Noncommissioned Officers.

CSM Wilbur Adams organized the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command chapter at the direction of LTG Joseph Cosumano. Prior to 2002, USASMDC/ARSTRAT Soldiers had to compete within other organizations and only one, SFC Chunka Smith, had succeeded. In contrast, the USASMDC/ARSTRAT board is "tailored to support SMDC's specific and highly unique global mission requirements." The first USASMDC SAMC inductees, SFC Earla Reddock; SFC Phillip Tomlin, SSG Darrick Noah; and SSG Devon Roy, represented all aspects of the command. All USASMDC/ARSTRAT Active and Reserve Component, and National Guard Soldiers in the ranks of corporal through master sergeant are eligible to compete. The four-phased competition begins with the Commander's Nomination/ Evaluation Packet, followed by a Performance Test based upon recorded accomplishments of the candidate and subordinates. The third phase is an Initial Selection Board and then the Final Selection Board headed by the command sergeant major. The USASMDC/ARSTRAT chapter, governed by USASMDC regulation 215-7, Apr. 2, 2004, now has over 20 members. The newest inductees into the USASMDC/ARSTRAT SGT Audie Murphy Club are: SFC Samuel R. Jackson; SSG Randolph R. Brown; SSG Benjamin L. Sharp; SSG Christopher L. Barber; and SSG Mark E. Bagwell.

Audie Murphy

(1924-1971)

Audie Leon Murphy was a legend in his own time. He was a war hero, movie actor, writer of country and western songs, and poet. His biography reads more like fiction than fact. He lived only 46 years, but he made a lasting imprint on American History.

Audie was born on a sharecropper's farm in North Texas on June 20, 1924. As a boy, he chopped cotton for one dollar a day and was noted for his feats of derring-do and his accuracy with a gun. He had only five years of schooling and was orphaned at age 16. After being refused enlistment during World War II in both the Marines and Paratroopers for being too small (5'5") and underweight (110 lbs), he enlisted in the U.S. Army a few days after his 18th birthday.

After basic training at Camp Wolters, Texas, and advanced training at Fort George G. Meade, Md., Audie was sent overseas. He was assigned to the famous 15th Infantry Regiment of the 3rd Infantry Division where he fought in North Africa, Sicily, Italy, France and Germany. He earned a battlefields commission for his courage and leadership ability as well as citations and decorations including every medal for valor that America gives. He was also awarded three French and one Belgian medal. Lieutenant Audie Murphy was the highest decorated Soldier in American History.

Discharged from the Army on Sept. 21, 1945, Audie went to Hollywood at the invitation of movie star James Cagney. He remained in California for the rest of his life and was closely associated with the movie industry, both as an actor and a producer. He acted in 44 films, starring in 39 of them. His best-known film was "To Hell and Back", adopted from the best selling book of his war experiences by the same name. Most of his movies were westerns. In 1955, Audie Murphy was voted the Most Popular Western Actor in America by the Motion Picture Exhibitors.

Audie wrote the lyrics to 16 country and western songs, the most popular of which was "Shutters and Boards," written with Scott Turner in 1962. The song was recorded by over 30 pop singers, including Jerry Wallace, Dean Martin, and Porter Waggoner. He was an accomplished poet; unfortunately only a few of his poems have survived.

In 1950, Audie joined the 36th Infantry Division ("T-Patchers") of the Texas National Guard and served with it until 1966. He was a Mason and a Shriner and belonged to several veterans' organizations.

Audie Murphy was killed in a plane crash on a mountaintop near Roanoke, Virginia, on May 28, 1971. Fittingly, his body was recovered two days later on Memorial Day. Audie could very well be the last American war hero. He was the greatest combat Soldier in the 200-year plus history of the United States

Medal of Honor citation issued Jan 26th 1945

American Cemetary of War in France (July, 1948).. a (deafening) reminder that freedom is never free.

Dusty Old Helmet

Dusty old helmet, rusty old gun,
They sit in the corner and wait –
Two souvenirs of the Second World War
That have withstood the time, and the hate.

Many times I've wanted to ask them –
And now that we're here all alone,
Relics all three of a long ago war –
Where has freedom gone?

Mute witness to a time of much trouble,
Where kill or be killed was the law –
Were these implements used with high honor?
What was the glory they saw?

Freedom flies in your heart like an eagle.
Let it soar with the winds high above
Among the spirits of soldiers now sleeping,
Guard it with care and with love.

I salute my old friends in the corner.
I agree with all they have said –
And if the moment of truth comes tomorrow,
I'll be free, or By God, I'll be dead!

Audie Murphy

Destroyers Down

By Dianne Driever
Reprinted From Naval History, Spring 1992

The last four destroyers Kennedy, Paul Hamilton, Stoddert and Thompson successfully turned clear of the coast and were unharmed. The crews of the S.P. Lee and Delphy climbed the cliffs to safety. With the fog and high surf the crew of the Nicholas remained on board till morning and was brought ashore with a life raft ferry system.

Nearly 70 years ago the Navy experienced its greatest peacetime disaster – the loss of seven destroyers at Point Arguello, off Santa Barbara, Calif. In September 1923 two divisions of destroyers, traveling down a story, fog-shrouded coast in a competitive engineering run, followed their flagship blindly onto the deadly rocks of Honda Cove. Seven destroyers were sunk, two more were damaged, 23 men died, and 11 naval officers were court-martialed.

The Navy set the scene for the disaster when it decided that a routine trip from San Francisco to the ship's home base in San Diego would be a good opportunity to test the destroyer fleet's dependability at high speeds. Each destroyer squadron — composed of three divisions of six destroyers each — was to make the 400-mile trip at a top cruising speed of 20 knots to test the reliability of their vintage turbines under load. Captain Edward H. Watson, squadron commander, was determined that his ships and men prove themselves superior.

These 314-foot long ships were the proud workhorses of the fleet. Each was powered by two high-pressure and two low-pressure turbines, armed with guns, torpedoes, and anti-submarine weapons, and capable of 32 knots. The trim destroyers were in the front line of the nation's defense system.

Manned by a crew of approximately 120 officers and enlisted men, each ship of Squadron 11 filed through the Golden Gate, forming three parallel lines behind the flagship Delphy (DD-261). Divisions 31, 32, and 33 maintained a speed of 20 knots and a distance between them of 250 yards.

Navigating the California coastline is never a task to take lightly. Particularly hazardous is the infamous elbow where the north-south coastline turns into the Santa Barbara Channel and runs nearly east-west for 80 miles. This elbow — from Honda Point to Point Conception — is known as the Graveyard of the Pacific. Buffeted by high winds, strewn with submerged reefs, dotted with rocky pinnacles, and frequently shrouded in pea-soup fogs, this stretch has claimed many lives and ships. Traveling south requires a sharp left turn around the elbow, through the Santa Barbara Channel, avoiding the dangers of Point Arguello on the left and San Miguel Island on the right.

The flagship was bearing navigational responsibility for the formation. In order to keep radio frequencies clear, only the commander was allowed to call the coast radio station for a fix. Captain Watson received conflicting information, and he cursed the unreliability of the new-fangled radio direction-finding gadgets. He was certain that the squadron had passed Point Arguello, yet the radio transmitter was telling him that he was still north of it.

Radio direction-finding techniques were in their early stages of development, and because of occasional errors, they were distrusted by old-time sailors. Captain Watson, Lieutenant Commander Donald T. Hunter, skipper of the Delphy, and Lieutenant (junior grade) Lawrence Blodgett, the ship's navigator, recalculated their figures. Yes, they were sure the squadron was well past Point Arguello. A cautious man might have slowed to take depth soundings and thus pinpoint his location, but Captain Watson wanted his squadron to win the engineering award for excellence. The race was on: there was no time to slow. At 2100 he ordered 15° left rudder.

Moving now into column formation for the night, Division 33, led by the S.P. Lee (DD-310), moved in behind the flagship. Division 31, led by the Farragut (DD-300), took position behind them, and Division 32 fell to the rear. Within seconds the squadron was enveloped in thick coastal fog, but, confident of their position, the destroyers maintained speed.

At 2105 the Delphy slammed into the treacherous rocks of Honda Cove. Known as the Devil's Jaw, and located just north of Point Arguello, the area had already trapped many other unwary ships. One by one, the ships of Divisions 31 and 32 followed, their frantic crews unable to escape the deadly trap of submerged rocks, offshore currents and crashing waves.

The Delphy drove herself, full throttle, onto the low rocks at the foot of the cliffs of Honda Cove. Almost immediately her engines flooded and she lost power, her lights and radio now useless. Giant waves effortlessly picked the ship up and tossed her against the rocks. Her fuel tanks ruptured; thick oil poured into the sea around the ship.

The S.P. Lee began to slow and swung left to avoid a collision, taking her straight into shore. The starboard bow hit bottom, then the surf pushed the destroyer onto the rocks. Although she was taking on water and listing 30°, she was in no immediate danger of sinking.

The Young (DD-312) — third in line — hit a submerged pinnacle rock at 20 knots. With a deep hole torn in her bottom, the ship charged toward the deadly cliffs, already in her death throes. Within 30 seconds, she was listing 45°. In darkness, the crew frantically scrambled to the top deck and then to the port side. There was no time for life preservers or rafts. Another minute passed and the Young was horizontal in the turbulent surf with only two feet of her port side above water.

Seeing a confusion of lights ahead and thinking a man was overboard, the Woodbury (DD-309) reversed engines, but too late. A huge rock — known today as Destroyer Rock — loomed ahead, and the Woodbury rammed it. Through swirls of fog and smoke from flooded turbines, the Nicholas cut speed and veered left, only to be trapped in a barely submerged ledge of rocks.

Seeing what he thought was a collision ahead, Lieutenant Commander J.F. McClain, captain of the Farragut, ordered full stop. A sudden flash of light from an exploding boiler revealed the eerie sight of sinking destroyers all about him. Unfortunately, the reversing of engines at full speed knocked out the Farragut's lights. Suddenly, it was dark again.

The Fuller (DD-297), unaware of the tragic scene ahead and unable to see the Farragut, hit her amidships, ripping off lifeboats, denting the side, and tearing a four-foot hole in her own side only seconds before hitting a pinnacle rock. With her engines flooded, the Fuller found herself helplessly pushed up on the same rock as the Woodbury.

Damaged but still navigable, the Farragut ever so carefully backed out of the rock-strewn trap already holding so many victims. The Percival and Somers, seeing confusion ahead, slowed and turned seaward, but not before the latter suffered propeller damage on a submerged reef.

The fog was now streaked with thick smoke and steam as the last destroyer in Division 33, the Chauncey (DD-296), approached the scene at 2/3 speed. Lieutenant Commander R.H. Booth had heard the Delphy's final radio signal — "Keep clear to the westward" – and assumed a collision had taken place. Too late, his searchlights revealed the scene of sinking, burning ships. His light swept over the nearly submerged Young, her crew clinging to the port side. Thinking that he could carefully

maneuver himself out of danger while simultaneously heaving life rafts to the desperate destroyer, Booth cautiously approached the Young. A sudden swell of towering waves pushed the Chauncey into the Young's submerged propeller, slicing open the engine room. A giant wave pushed the now-doomed rescuer onto the rocks alongside the victim.

Destroyer Division 33, under the command of crusty old Commander W.G. Roper, had already determined that it was too soon to turn eastward. Ordering his ships to turn seaward instead, Commander Roper spent the long night standing by at sea, the fog and heavy swells preventing any attempt to assist in the disastrous drama taking place in Honda Cove.

The crews of various ships rigged lines across the turbulent surf to rocky peninsulas for dangerous hand-over-hand evacuations, or they used small rubber rafts to attain the base of the bluff, then clawed their way over rocks up the face of the cliff to the top of the mesa. There, Southern Pacific railroad station crewmen welcomed them. Still others simply remained on board until a safe, daylight evacuation could be undertaken.

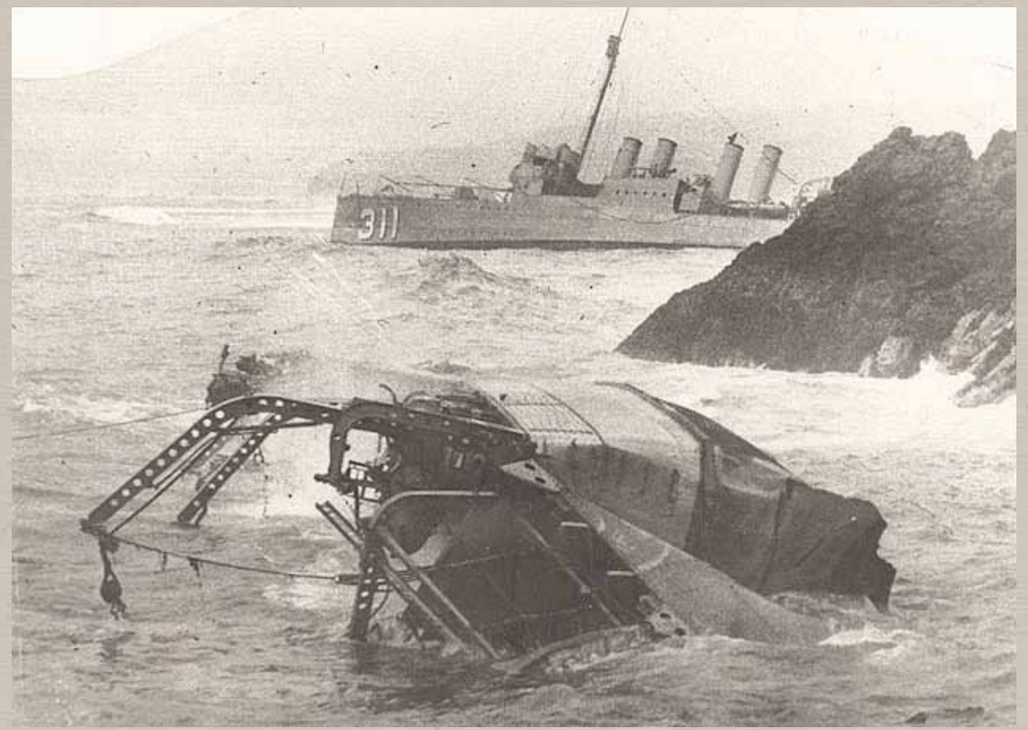
The night passed slowly for the unhappy crews of Destroyer Squadron 11. Meanwhile, however, a massive relief effort was being rallied by the citizens in the railroad towns of Ventura, Lompoc, and Santa Barbara. By morning, food, blankets, warm clothing, medical supplies, and doctors were on the scene. Small fishing boats arrived to help evacuate men from their miserable refuge on Destroyer Rock.

At first, public sympathy for the unlucky sailors was high. Their heroic attempts to save their ships and fellow crewmen were widely publicized. But as questions about how the accident occurred remained unanswered, the public became suspicious. When a secret court of inquiry was established, the outcry in the press was immediate. Secretary of the Navy Edwin Denby, irritated at the contradictory information he was receiving, and keenly aware of the public demand for the truth, instructed the court of inquiry – composed of flag officers – to conduct an open investigation into the catastrophe.

The first week of testimony covered in detail the navigation techniques used by the Delphy to determine her position and the reliability, or lack thereof, of radio direction-finding equipment. By Saturday morning of that week, Captain Watson, weary and recognizing that his naval career was virtually ended, accepted full responsibility for the catastrophe. He had ordered the change of course; he had thought the radio bearings wrong.

Seven destroyers wrecked at Honda Point (Point Pedernales) as seen from the Navy biplane USS Aroostook (CM-3). Chief Botswain's Mate Arthur Peterson won a citation for swimming through the turbulent seas with a tow line from the Young (DD-312) to the Chauncey (DD-296). It took 2 ½ hours to evacuate the Young.

A 19 man "Wreck Patrol" remained at Honda Point to protect the destroyers from looters and watch for bodies of the dead. Seventeen bodies were recovered and another six were swept out to sea or unaccounted for. Salvage crews recovered weapons torpedoes, torpedo tubes, guns, radios, documents, and related materials. Little remained of the seven ships, by the end of 1924.



Due to poor visibility the squadron relied on a technique known as dead reckoning. Traveling at 20 knots, however, soundings could not be taken. So the crews relied on chart work and bearings from the radio direction finding station. High seas and unusual currents resulting from the Great Kanto Earthquake which had destroyed Tokyo and Yokohama seven days earlier put the ships several miles north and further east than they realized.

The second week of testimony delved into the issue of destroyer doctrine of "follow the leader." Captain Robert Morris, Commander Destroyer Division 33, testified that it would have been "very much out of place" for any officer of the squadron to suggest to the flagship commander that depth soundings be taken. Commander Roper, who had refused to allow his squadron to make the fatal turn, testified that he would not "follow the leader when he jumped off the barn." Indeed, the Thompson (DD305) — the last ship in formation — had slowed of her own accord to take soundings.

On Oct. 1, Secretary Denby announced the shocking results of the investigation. Eleven officers were recommended of court-martial. Captain Watson, Lieutenant Commander Hunter, and Lieutenant Blodgett faced charges of culpable inefficiency in the performance of duty and, through negligence, suffering vessels of the Navy to be run on the rocks. The two division commanders and six destroyer captains were to stand trial on charges of negligence. The unwritten doctrine that destroyer captains must follow the leader had been repudiated at the highest levels.

In the opinion of the Court no rules or regulations … may preclude a captain … from taking every precaution to safeguard his own ship. He must risk rebuke instead, and must at all times be prepared to take the initiative and to use his own individual judgment.

Though soon forgotten, this tragedy nevertheless significantly shaped modern naval navigation and tradition. In 1925 a radio beacon was established at Point Arguello, enabling ships to take their own bearings rather than rely on a land-based radioman. And the clarification of responsibility that arose during the courts martial led to an emphasis on individual initiative and leadership in naval officer training.

Army Astronaut

Assists with ISS Upgrade

By DJ Montoya
1st Space Brigade

Against a black sky, the Space Shuttle Endeavor and it's seven-member STS-126 crew head toward Earth orbitand and a scheduled link-up with the International Space Station. *Photo Courtesy of Nasa*

PETERSON AIR FORCE BASE, Colo. – Army LTC Robert S. Kimbrough proved he had the 'right stuff' completing his first flight into space aboard the Space Shuttle Endeavour as part of STS-126 mission in November after four years of intensive astronaut candidate training.

Kimbrough is the junior member of the Army's National Aeronautics and Space Administration Detachment located in Houston, Texas. The detachment currently has four active duty Army Astronauts on its roster.

Kimbrough served as a mission specialist along with shuttle crewmembers Navy Capt. Stephen G. Bowen, Navy Capt. Heidemarie M. Stefanyshyn-Piper, Donald R. Pettit and Sandra H. Magnus. Navy Capt. Christopher J. Ferguson commanded the STS-126 mission and Air Force Lt. Col. Eric A. Boe served as the pilot.

The STS-126 mission featured important repair work and prepared the International Space Station to house six crewmembers on long-duration missions beginning in 2009. The new station equipment includes a water recovery system, additional sleeping quarters, a second toilet and an exercise device.

During four spacewalks, the crew serviced the station's two Solar Alpha Rotary Joints, which allow its solar arrays to track the sun, and installed new hardware that will support future assembly missions.

Right: Astronaut Shane Kimbrough, STS-126 mission specialist, uses a communication system on the aft flight deck of Space Shuttle Endeavour while docked with the International Space Station. *Photo Courtesy of Nasa*

Left: Attired in training versions of their shuttle launch and entry suits, these seven astronauts take a break from training to pose for the STS-126 crew portrait. *Photo Courtesy of Nasa*

In a NASA interview back in early November, Kimbrough explained how the opportunity arose to become an astronaut during his military career by saying, "I was lucky enough to get called to come down to Johnson Space Center as a major in the Army to just work a technical job down here which happened to be out at Ellington Field (Houston)."

"I was flying the shuttle trainer aircraft and helping train the pilot and commanders on how to land the space shuttle, so that was a neat deal. And then after that I just stayed here and I was lucky enough to get picked up in the 2004 astronaut class."

Asked how his Army background will help in the role of being an astronaut during this mission Kimbrough said, "I think my operational background is really what most Army folks kind of bring to the table here at NASA and that's really what I'm going to draw off of, just being in an operational environment, whether that's in my case helicopters or whatever — actually doing real time operations in some pretty tough situations not always nominal."

"I think that's what we bring to the table and what I'm going to draw off of for my mission."

And Kimbrough got his chance to do that on the evening of Nov. 14th as he along with fellow crewmembers Stefanyshyn-Piper, and Magnus took their assigned seats on the lower level of the shuttle's crew compartment prior to launch.

At 6:07 p.m. MST Endeavour lifted off from Launch Pad 39A at NASA's Kennedy Space Center in Florida for a rendezvous with the International Space Station early on the morning on Nov. 16.

With the opening of the shuttle and station hatches both crews exchanged the traditional greetings prior to getting down to the busy work schedule that lay ahead of them.

On Nov. 17 Kimbrough and Pettit used the Canadarm2 robotic arm to move the Multi-Purpose Logistics Module named Leonardo into position for installation on the Earth-facing port of the space station's Harmony node.

Leonardo contained systems which were installed in the U.S. Destiny lab and Harmony node, such as: two water recovery systems racks for recycling urine into potable water, a second toilet system, new galley components, two new food warmers, a food refrigerator, an experiment freezer, a combustion science experiment rack, two separate sleeping quarters and a resistance exercise device.

The first space walk to service the International Space Station took place on Nov. 18 with Kimbrough serving as the intravehicular officer guiding fellow crewmembers Stefanyshyn-Piper and Bowen during their excursion.

Kimbrough then got ready for his turn outside with crewmember Stefanyshyn-Piper on the evening of Nov. 19 as he spent the night in the Quest airlock. The stay lessened the preparatory time before beginning his scheduled space walk on the afternoon of Nov. 20, the 10th anniversary of the International Space Station.

It would be another four days before Kimbrough would venture out for his second space walk, and the final one of STS-126 mission, with Bowen on Nov. 24. Total time for both of his space walks amounted to almost 13 hours at 122 nautical miles above the Earth.

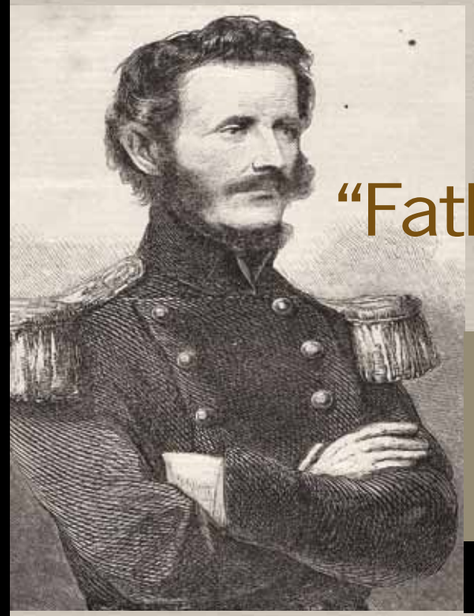
With an extra day added to the mission and the crew's work done both shuttle and International Space Station crews packed up the Multi-Purpose Logistics Module and placed it back aboard Endeavour for the trip back home on Nov. 26.

The shuttle and International Space Station crews then took time out for a Thanksgiving Day celebration high above the Earth prior to saying their goodbyes and undocking the next day.

Due to threatening weather in Florida, the Space Shuttle Endeavour landed at Edwards Air Force Base in California at 4:25 p.m. EST Nov. 30, ending the STS-126 mission to the International Space Station. The shuttle traveled over 6.6 million miles in space on its 16-day journey.

With his first successful space flight complete Kimbrough gave some advice to the youth of America by stating, "You're going to be the next generation of leaders in our country or in our world."

"It's all in your hands and that's a big responsibility. But if you folks challenge yourselves, with the technology out there, there's really no limit to what you can do."



"Father of the U.S. Cavalry"

MG Phillip St. George Cooke

June 13, 1809 – March 20, 1895

Born in Leesburg, Va., in 1809, MG Philip St. George Cooke would serve the Army for 50 years - from July 1823 when he entered the U.S. Military Academy to his retirement in October 1873. Along the way he fought on the frontier, led expeditions across the continent, served in the Mexican and Civil Wars and wrote the book on cavalry tactics.

Cooke began his career as a second lieutenant in 1827 assigned to the garrison at Jefferson Barracks, Mo., and the 6th Infantry. He would return there two more times in 1829 and 1832. In the interim, Cooke was at Fort Snelling, Minn., on frontier duty with an Expedition to the Upper Arkansas and serving at Fort Leavenworth, Kan. In 1829, he was engaged in skirmishes with the Comanche Indians and in 1832 he participated in the Battle of Bad Axe River, part of the "Black Hawk War.

In 1833, Cooke was promoted to first lieutenant and transferred to the newly created 1st Dragoons. Between 1833 and 1835 he was stationed at Fort Gibson in the Indian Territory and participated in the 1834 Expedition to the Tow-e-ash Villages and supported recruiting services from 1835-1836.

As a captain, Cooke was in garrison at Carlisle Barracks in 1839, but primarily served at Fort Leavenworth and on the frontier – Nacogdoches, Texas, Fort Gibson, Pottawatomie County, etc. In 1843, he led five companies of Dragoons along the Santa Fe Trail protecting the trade route. In June of that year, he captured a Texan Military Expedition which was on U.S. soil. A Texas unit, headed by Jacob Snively, held a commission from Texas to raid Mexican caravans on Mexican soil. The Texans held that they were 40 miles west of U.S. territory; Cooke held however that they were on American soil and ordered his troops to disarm the group. The next year, he led an expedition to Pawnee Villages followed in 1845 by an Expedition through the South Pass of Rocky Mountains.

During the Mexican War, Cooke commanded a volunteer unit of 500 plus Soldiers known as the "Mormon Battalion" which marched from Iowa Territory to California via Santa Fe and the Gila River to secure new lands in the west. Cooke took command of the unit in Santa Fe. He sent the women, children and ill to Pueblo, (in present day Colorado) to winter. For the next four months, he led the unit 1,100 miles across the desert through modern Arizona reaching San Diego on Jan. 29, 1847. Except for a battle with a small Mexican detachment, the journey was uneventful. Once they reached California, the unit supported various civil works projects and constructed Fort Monroe, in modern Los Angeles, the first U.S. military post in California. The unit disbanded later that year. Cooke was promoted to major of the 2nd Dragoons on Feb. 16, 1847 and four days later received a brevet lieutenant colonel for Meritorious Conduct in California. In 1848, he commanded a regiment in the City of Mexico and later served as Superintendent of Cavalry Recruiting Services at Carlisle Barracks from 1848-1852.

Cooke returned to the frontier in 1850s, with duty in Texas and command of the Lipan Expedition in 1852. He returned to Texas, Fort Mason, in 1853, and served in New Mexico from 1853-1854. Cooke participated in a scouting expedition in 1854 and engaged in a skirmish with the Apache Indians at Agua Caliente, N.M. Following a period at Fort Leavenworth, Cooke participated in the 1855 Sioux Expedition, and commanded the Cavalry during the Action of Blue water Creek (also known as the Battle of Ash Hollow) in September 1855 against the Sioux. This duty was followed by a tour in Kansas to keep the peace during the at times violent popular sovereignty, anti-slavery incidents following the passage of the Kansas-Nebraska Act, known as "Bleeding Kansas." In 1857-1858, Cooke then led the cavalry during the Utah Expedition established to support the new territorial government of Utah appointed by the newly elected President James Buchanan.

Promoted to colonel of the 2nd Dragoons in June 1858, Cooke was tasked to prepare a new system of Cavalry Tactics. These were adopted into service in November 1861. For the period 1859-1860, Cooke's record shows that he was on leave of absence in Europe. During this period he actually served as a U.S. Army observer in the Crimean War. He returned to the United States in 1860 and commanded the Department of Utah until 1861.

In November 1861, Cooke was promoted to brigadier general and continued to serve the Union during the Civil War. Cooke was put into command of a Regular Cavalry brigade to defend Washington, D.C., through March 1862. He then selected to command a Cavalry Division of the Army of the Potomac during the Virginia Peninsular Campaign. In 1862, they participated in the Siege of Yorktown, a skirmish near Williamsburg and the Battle of Williamsburg, the Battle of Gaines' Mill and the Battle of Glendale and the Battle of White Oak Swamp. From July 1862 through August 1863, Cooke served on Courts Martial. In October 1863, he transferred to command of Baton Rouge District, Department of the Gulf, and later General Superintendent of Recruiting Services of the Army from May 1864 through March 1866.

Cooke was brevet major general in March 1865, for Gallant and Meritorious Services during the rebellion. Despite this fact, his service during the war is often clouded by the division within his family. His son BG John Rodgers Cooke was an infantry commander with the Army of northern Virginia. Two of his daughters, one of whom was married to Confederate Cavalry commander J.E.B. Stuart, also allied with the South. Only one daughter, married to GEN Jacob Sharpe, adhered to the Union cause. This public political split was often the topic of national gossip.

Cooke concluded his career in a series of administrative posts. He commanded the Department of the Platte and served as a member of a variety of boards to include the Board for Retiring Disabled Officers, the Examining Board for promotion of Volunteer Offices to the Regular Infantry and of the Retiring Board, the Cavalry Tactics Board. Cooke concluded his service as commander of the Department of the Cumberland May 1869 to May 1870 and finally the Department of the Lakes May 1870 to October 1873.

Cooke retired from active service on Oct. 29, 1873, as a result of the recently passed legislation that mandated retirement for those in the military over the age of 62. During his retirement, Cooke authored memoirs of his service and new cavalry tactics. Cooke died in Detroit, Mich., and is buries at Elmwood Cemetery.

The works of MG Phillip St. George Cooke

Cavalry Tactics

- The 1862 Cavalry Tactics. **
  (Also available online at http://www.usregulars.com/Cooke.htm)
- Cavalry tactics
  Or, regulations for the instruction, formations, and movements of the cavalry of the Army and volunteers of the United States.
- Handy Book for United States Cavalry
  Containing the basis of instruction … manual of the pistol and saber and instructions on horseback.
- The Conquest of New Mexico and California in 1846-1848. **
- Exploring Southwestern Trails Eighteen Forty-Six to Eighteen Fifty-Four:
  The Journal of Philip St. George Cooke, the Journal of William Henry Chase Whiting and the Diaries of Francois Xavier Aubry **
- March of 2d Dragoons:
  Report of Lieutenant Colonel Philip St. George Cooke on the march of the 2d Dragoons from Fort Leavenworth to Fort Bridger in 1857 **
- Notes of a Military Reconnaissance, From Fort Leavenworth, in Missouri, to San Diego, in California.
- Reply to Censor, or, An appeal to the good sense of the people of South Carolina.
- Report of Lieut. Col. P. St. George Cooke of his march from Santa Fe, New Mexico to San Diego, Upper California.
- Scenes and Adventures in the Army: or, Romance of Military Life **

About Cooke

- The First Military Escort on the Santa Fe Trail, 1829. From the Journal and Reports of Major Bennet Riley and Lieutenant Philip St. George Cooke.
- The West of Philip St. George Cooke, 1809-1895, by Otis E. Young. **

(Those items marked with asterisks ** have been reprinted and are still available.)

1956 November 16 - Launch Vehicle: Atlas. Vandenberg selected as first ICBM base. Department of Defense transferred northern portion of Camp Cooke, Calif. (now Vandenberg AFB), to the Air Force to be used as first ICBM base. The Secretary of Defense directed the United States Army to transfer 64,000 acres of Camp Cooke's 86,000 acres to the Air Force.

1957 July 1 - Launch Vehicle: Atlas. First Atlas wing activated at Cooke AFB. Air Research and Development Command activated the 704th Strategic Missile Wing (Atlas) at Cooke AFB.

1958 December 16 - First missile launch from Vandenberg AFB First missile launch from Vandenberg AFB - a Thor intermediate range ballistic missile (IRBM). The mission was a success.

1959 May 1 - Launch Vehicle: Terrier. Terrier ASROC Cajun Terasca FAILURE: Failure. Test mission Agency: USN. Apogee: 0 km (mi).

1959 June 26 - Launch Vehicle: Terrier. Terrier ASROC Cajun Terasca Radar beacon test Agency: USN. Apogee: 100 km (60 mi).

1959 August 12 - Launch Vehicle: Terrier. Terrier ASROC Cajun Terasca FAILURE: Failure. Ultraviolet Scanner test Agency: USN. Apogee: 0 km (mi).

1959 September 1 - Launch Vehicle: Atlas. Atlas D ICBM operational. USAF Atlas ICBM officially declared operational and taken over by the Strategic Air Command, at Vandenberg AFB.

1959 September 30 - Launch Vehicle: Terrier. Terrier Asp Tarp Ultraviolet Scanner test Agency: USN. Apogee: 100 km (60 mi).

1960 July 28 - Launch Vehicle: Caleb. Caleb NOTS EV-II TV-1 test Agency: USN NOTS. Apogee: 20 km (12 mi). Research and Development Flight (TV-1)

1960 October 24 - Launch Vehicle: Caleb. Caleb NOTS EV-II FAILURE: Second stage failed. TV-2 test Agency: USN NOTS. Apogee: 20 km (12 mi). Research and Development Flight (TV-2)

History of Camp Cooke & Vandenberg

From Tanks to Missiles

Vandenberg Air Force Base, originally known as Camp Cooke, in honor of MG Philip St. George Cooke, traces its history to 1941. In March of that year, the Army acquired 86,000 acres, formerly the Rancho Jesus Maria, in the Lompoc area to develop a training ground for armored and infantry divisions. Construction began immediately and Camp Cooke was activated on Oct. 5.

Training began in February 1942 with the arrival of portions of the 5th Armored Division. These included members of the 5th, 6th, 11th, 13th, and 20th Armored Divisions, as well as the 86th and 97th Infantry Divisions, and the 2d Filipino Infantry Regiment were all stationed at Cooke at varying times. Also trained at Cooke was an assortment of anti-aircraft artillery, combat engineer, ordnance and hospital units. Over 400 separate and distinct outfits passed through Camp Cooke.

During the war Camp Cooke housed up to 36,000 troops at one time.[1] To accommodate these Soldiers, 2,000 wooden buildings were constructed to house, feed and train them.[2]

New missions were assigned to Camp Cooke as the war progressed. German and Italian prisoners of war were quartered at Camp Cooke.[3] Following the war, a maximum security army disciplinary barracks was constructed on post in 1946.[4] When Cooke closed in June 1946, disciplinary barracks personnel were assigned additional duties as installation caretakers. Most of Camp Cooke was then leased for agriculture and grazing.

1961 October 5 - 19:10 GMT - Launch Vehicle: Caleb. Caleb NC17.116 FAILURE: Failure. Test / aeronomy mission Agency: USN NOTS. Apogee: 10 km (6 mi).

1962 March 26 - 19:03 GMT - Launch Vehicle: Caleb. Caleb NC17.121 FAILURE: Failure. Test / aeronomy mission Agency: USN NOTS. Apogee: 21 km (13 mi).

1962 April 26 - First West Coast launch of a Scout space booster.

1962 June 8 - Launch Vehicle: Delta. Last launch of a Thor IRBM from Vandenberg Last launch of a Thor IRBM from Vandenberg. (First launch and first missile fired from Vandenberg AFB on 16 December 1958.)

1962 July 25 - 15:41 GMT - Launch Vehicle: Caleb. Caleb NC17.117 Test / aeronomy mission Agency: USN NOTS. Apogee: 1,166 km (724 mi).

1962 September 28 - First international satellite launch - Vandenberg

1963 February 28 - First use of a Thrust-Augmented-Thor/Agena First use of a Thrust-Augmented-Thor/Agena space booster at Vandenberg.

1963 September 28 - Initial launch of Thor/Able-Star from Vandenberg

1963 November 4 - First launch in the ABRES program First launch in the Advanced Ballistic Reentry System (ABRES) program at Vandenberg AFB. Vehicle used for this mission was an Atlas D.

1964 June 10 - 05:03 GMT - Launch Vehicle: Astrobee. Astrobee 200 CRL AC15.373 Sphere Aeronomy mission Agency: USAF. Apogee: 343 km (213 mi).

1965 January 18 - Initial West Coast launch of a Thor/Altair.

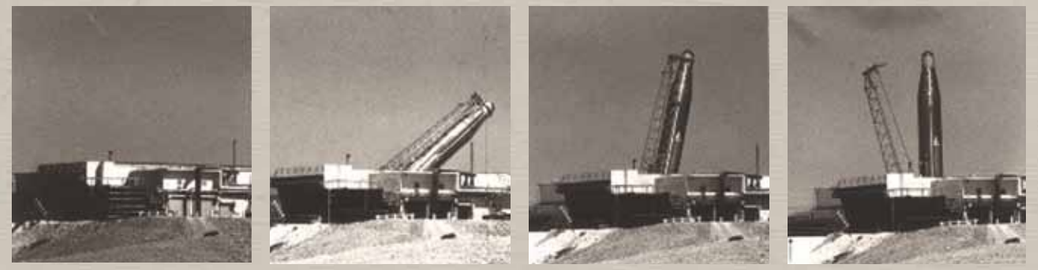
1965 August 13 - Last launch of Thor/Able-Star from Vandenberg AFB. Last launch of Thor/Able-Star from Vandenberg AFB. (first launch on 28 September 1963).

1965 August 25 - Launch Vehicle: Titan. MOL to be launched from Canaveral and Vandenberg Spacecraft: MOL. DoD revealed that newly-authorized Manned Orbiting Laboratory (MOL) program (announced by President Lyndon Johnson the same day) would be launched from both the Air Force Eastern and Western Test Ranges.

1965 November 28 - Last Thor/Agena launch from Vandenberg AFB Last Thor/Agena launch from Vandenberg AFB (first mission on 28 February 1959).

1966 March 12 - Launch Vehicle: Titan. Start of construction (site preparation) for SLC-6 Spacecraft: MOL. Start of construction (site preparation) for Space Launch Complex 6 facilities at former Sudden Ranch property.

1966 March 30 - Launch Vehicle: Delta. Final mission of the Thor/Altair from Vandenberg Final mission of the Thor/Altair from Vandenberg AFB (first launch on 18 January 1965).



General / Launch Complex Unknown Chronology

Inactivated for four years, Camp Cooke was reestablished in support of the Korean War in August 1950. It was once again a training installation for units slated for combat. The camp also served as a summer training base for many reserve units, before being inactivated once again in February 1953.

Four years later, the military returned to Camp Cooke, this time it was the Air Force. With the advent of the missile age in the 1950s, an urgent need arose for an adequate training site that could also serve as America's first combat ready missile base. Following a review of over 200 potential sites, a select committee recommended Camp Cooke, based upon its size, remoteness from heavily populated areas, and moderate climate that afforded year-round operations, and most importantly its coastal location which allowed missiles to be launched into the Pacific Ocean without population overflights. This same geographic feature enabled satellites to be launched into polar orbit without overflying any land mass until reaching Antarctica.

In November 1956, Army transferred 64,047 acres of North Camp Cooke to the Air Force to be renamed Cooke Air Force Base.[5] In January 1957, the first airman arrived and established the 6591st Support Squadron, soon replaced by the 392nd Air Base Group. The first wing – the 704th Strategic Missile Wing (Atlas) was activated in July 1957 and later the 1st Missile Division transferred to Cooke. These organizations planned missile operations and training.

Following the launch of Sputnik in October 1957, the Air Force accelerated its missile programs. One result was the transfer of Cooke Air Force Base to the Strategic Air Command in January 1958. Two separate commands would operate on Cooke Air Force Base for the next 35 years. Missions assigned to Cooke Air Force Base included developing the initial operational capability of the U.S. missile forces and training launch crews. The Air Research and Development Command at Cooke meanwhile had responsibility for site activation and Research and Development for ballistic missiles, as well as space launches.

On Oct. 4, 1958, Cooke Air Force Base was renamed Vandenberg Air Force Base in honor of the late GEN Hoyt S. Vandenberg, the Air Force's second Chief of Staff. With the 1964 restructuring of missile ranges and test facilities, the Navy's facilities transferred to the Air Force, reuniting the former Camp Cooke. This area became the Western Test Range. Vandenberg Air Force Base reached its current configuration in 1968 with the purchase of Sudden Ranch to construct Space Launch Complex 6 for its Manned Orbiting Laboratory program and enlarge flight safety corridors. With this annexation, it became the third largest Air Force Base with 99,099 acres.

Vandenberg achieved its first successful missile launch on Dec. 16, 1958, with a Thor Intermediate Range Ballistic Missile. Two months later, they set another record with the launch of the world's first polar orbiting satellite, Discoverer I.

1966 June 29 - Launch Vehicle: Titan. Initial launch of a satellite by Titan IIIB/ Agena Nation's initial launch of a satellite by a Titan IIIB/ Agena space booster (first launch of a Titan III from Vandenberg AFB).

1966 August 9 - Initial launch of a Long Tank Thor/Agena D Initial launch of a Long Tank Thor/ Agena D (Thorad/Agena D) space booster.

1966 September 15 - First launch of a Thor/Burner II from Vandenberg

1966 October 2 - First Thor/Delta launch at Vandenberg AFB.

1966 November 9 - Launch Vehicle: Arcas. Aeronomy mission Agency: USAF. Apogee: 30 km (18 mi).

1966 December 29 - 123 launches from Vandenberg in one year Liftoff of a Thrust-Augmented-Thor/Agena D space booster combination marked the 123rd major launch operation from Vandenberg AFB since January. This annual launch record remains unbroken 30 years later.

1967 January 11 - First and only launch of a Castor/ Scramjet First and only launch of a Castor/Scramjet from Vandenberg AFB.

1967 April 19 - Last of three successful Atlas/Prime missions Last of three successful Atlas/Prime missions from Vandenberg AFB (first launch on 21 December 1966).

1968 January 17 - Launch Vehicle: Delta. Final launch of a Thrust-Augmented-Thor/Agena Final launch of a Thrust-Augmented-Thor/Agena space booster from Vandenberg (first launch on 28 February 1963).

1970 May 14 - Launch Vehicle: Arcas. Arcas NASA 15.57UE Plasma mission Agency: NASA. Apogee: 60 km (37 mi).

1970 June 18 - 21:26 GMT - Launch Vehicle: Arcas. Arcas NASA 15.79GM Aeronomy mission Agency: NASA. Apogee: 60 km (37 mi).

1971 June 8 - Final launch of the Thor/ Burner II Final launch of the Thor/Burner II from Vandenberg AFB (first launch on 15 September 1966).

1971 June 15 - Launch Vehicle: Titan. Initial launch of a Titan IIID space booster Initial launch of a Titan IIID space booster from Vandenberg AFB.

1971 October 14 - The first of eight Thor /Burner IIA launches The first of eight Thor/Burner IIA launches from Vandenberg AFB.

1972 May 25 - Last launch of a Thorad/ Agena from Vandenberg AFB Last launch of a Thorad/Agena from Vandenberg AFB (first launch on 9 August 1966).

1972 October 2 - Last of two Atlas/Burner II space launches Last of two Atlas/Burner II space launches from Vandenberg AFB (first launch on 16 August 1968).

The first intercontinental ballistic missile, the Atlas, flew from Vandenberg on Sept. 9, 1959. The following month, equipped with a nuclear warhead, the Atlas at Vandenberg became the first Intercontinental Ballistic Missile to be placed on alert in the United States. As a space booster, the Atlas was configured with an Agena upper stage and carried many different types of satellites. Within two years, the Vandenberg launch rate increased fourfold. In 1961, the Titan I entered the inventory at Vandenberg, but was soon replaced by the more advanced Titan II with storable propellants, all inertial guidance, and in-silo launch capability. Like its predecessor the Atlas, the Titan II also serves as a space booster.

The advent of solid-propellant gave the three-stage Minuteman a major advantage over earlier liquid propellant Intercontinental Ballistic Missiles. Minuteman I flight tests began at Vandenberg in September 1962. Beginning in June 1983, the first Peacekeeper (MX) Intercontinental Ballistic Missile was launched from Vandenberg. In addition to having a longer range than earlier Intercontinental Ballistic Missiles, the Peacekeeper could deliver up to 10 reentry vehicles to separate targets. The latest missile deployed at Vandenberg in 2005 was the Ground-based Interceptor, part of the Missile Defense System.

Over the years, unmanned satellites of every description and purpose, including international satellites, were placed in orbit from Vandenberg by a widening variety of boosters. Among the parade of newer space boosters are the Titan IV (March 1991), Taurus (March 1994), Pegasus (April 1995), Delta II (February 1996), Atlas IIAS (December 1999), Minotaur (2000), and beginning in late 2005, the Falcon 1, the Delta IV, and Atlas V vehicles.

The most ambitious Air Force endeavors at Vandenberg were the Manned Orbiting Laboratory and the Space Shuttle programs. The Manned Orbiting Laboratory vehicle consisted of a Titan III booster carrying a modified Gemini B capsule attached to a space laboratory. Construction at Space Launch Complex-6 began in 1966. Due to cost issues, new technologies and the Vietnam War, President Nixon canceled the program in June 1969. Ten years later, Space Launch Complex-6 underwent modifications to support the Space Shuttle. Following the Challenger tragedy, shuttle operations were consolidated at Cape Canaveral. The Vandenberg Shuttle program was terminated in December 1989. Since then, Lockheed Martin modified Space Launch Complex-6 using the facility for launching commercial space satellites. The Boeing Company is retrofitting Space Launch Complex-6 site for its Delta IV vehicle. As of November 2005, 1,858 orbital and ballistic missiles had lifted off from Vandenberg Air Force Base.

Since 1957, there have been a number of organizational changes at Vandenberg Air Force Base. The base is currently operated by the Air Force Space Command's 30th Space Wing. It is the only military base in the U.S. from which unmanned government and commercial satellites are launched into polar orbit. It is also the only site from which intercontinental ballistic missiles are test fired into the Pacific Ocean, and splash down at the Kwajalein Atoll within the Marshall Islands.

Footnotes

[1] James Carucci, "Origins of Vandenberg Air Force Base: Camp Cooke," p. 5.

[2] The final remnants of Camp Cooke, barracks and other facilities, were razed in June 2001.

[3] Per the Geneva Convention, these two groups were kept separate. They help various jobs on the post (e.g. agricultural and civil engineer, clerical, food service and laundry), and offset labor shortages in the commercial market primarily in agricultural positions.

[4] The disciplinary barracks transferred to the U.S. Bureau of Prisons to house civilian offenders in August 1959 and is now the U.S. Penitentiary at Lompoc

[5] The southern section, over 19,800 acres, transferred to the U.S. Navy in 1958 becoming the Naval Missile Facility at Point Arguello, a major launch head and range safety center for all missile and satellite launch operations conducted within the Pacific Missile Range.

1974 October 12 - Final use of an Atlas booster in ABRES Final use of an Atlas booster in the Advanced Ballistic Reentry System (ABRES) program.

1975 May 23 - First use of the Minuteman I booster for ABRES First use of the Minuteman I booster, replacing the Atlas, for the ABRES program.

1976 February 8 - Final launch of a Thor/Burner IIA from Vandenberg Final launch of a Thor/Burner IIA from Vandenberg AFB (first launch on 14 October 1971).

1976 September 11 - Initial launch of a Thor/Block 5D-I Initial launch of a Thor/Block 5D-I from the West Coast.

1977 June 26 - Final launch of an Atlas/Agena booster/ upper stage Final launch of an Atlas/Agena booster/upper stage combination from Vandenberg AFB (first launch on 11 October 1 960).

1979 August 15 - Ferry flight, Ogden to Vandenberg AFB Spacecraft: Enterprise. Ferry flight, shuttle carrier aircraft/Enterprise (OV-101), Ogden to Vandenberg AFB (2 hours, 20 minutes)

1980 July 14 - Fifth and final launch of a Thor/Block 5D-I Fifth and final launch of a Thor/Block 5D-I from Vandenberg AFB (first launch on 11 September 1976).

1981 June 23 - Final launch of an Atlas F booster from Vandenberg Final launch of an Atlas F booster from Vandenberg AFB (first launch on 1 August 1962).

1982 November 17 - Launch Vehicle: Titan. Final launch of a Titan IIID Final launch of a Titan IIID from Vandenberg AFB (first launch on 1 5 June 1971).

1983 February 9 - Initial launch of an Atlas H space booster.

1983 June 17 -First Peacekeeper missile launch.

1983 June 20 - Launch Vehicle: Titan. First of seven Titan 34D launches First of seven Titan 34D launches from the West Coast.

1983 November 8 - Space Shuttle orbiter Discovery at Vandenberg AFB Space Shuttle orbiter Discovery at Vandenberg AFB for a series of fit checks at the orbiter lifting frame.

1984 November 16 - The Space Shuttle orbiter Enterprise arrives Spacecraft: Enterprise. The Space Shuttle orbiter Enterprise arrived at Vandenberg AFB for a series of facility verification tests.

1985 February 6 - Launch Vehicle: Atlas. Atlas F USAF

1985 August 23 - First Peacekeeper ICBM " cold launch" First Peacekeeper ICBM 'cold launch' from an underground silo (LF08). First eight launches conducted from an above ground launch stand at Test Pad 01.

Right – Ground-based Midcourse Defense emplacement at Vandenberg Air Force Base, Calif.
Left – On 5 December 2008, a Ground-based Midcourse Defense interceptor was launched from Vandenberg Air Force Base, Calif., and successfully intercepted an Intercontinental Ballistic Missile launched from Kodiak Launch Complex, Alaska. *USAF Photo by Joe Davila*
Far Left –On 10 April 2006, the missile defense facilities at Vandenberg Air Force Base, Calif., were dedicated as the "Ronald W. Reagan Missile Defense Site."

1985 October 15 - SLC-6 declared operational for shuttle flights Space Launch Complex 6, site of future Space Shuttle operations, declared operational.

1985 October 22 - First launch of Ground Launch Cruise Missile First launch of Ground Launch Cruise Missile from Vandenberg AFB.

1987 February 11 - Launch Vehicle: Titan. Last launch of the Titan IIIB/ Agena Last launch of the Titan IIIB/Agena (first launch on 29 July 1966).

1987 May 15 - Last Atlas H launch Last Atlas H launch (first launch on 9 February 1983).

1987 November 9 - Last launch of a Minuteman II Last launch of a Minuteman II (first launch from Vandenberg AFB on 18 August 1965).

1988 September 5 - Launch Vehicle: Titan. First Titan 2 standard launch vehicle launch First Titan II standard launch vehicle (SLV), a refurbished and modified Titan II ICBM, launched from Vandenberg AFB.

1988 November 6 - Launch Vehicle: Titan. Final Titan 34D launch from Vandenberg AFB Final Titan 34D launch from Vandenberg AFB (first launch on 20 June 1983).

1989 May 11 - Initial launch of the Small ICBM.

1989 October 5 - First commercial launch attempt First attempt by a commercial firm, American Rocket Company (AMROC), to launch its SET-I/SMLV (Single Engine Test - 1/Single Module Launch Vehicle) failed on the pad at Vandenberg AFB.

1990 August 5 - First flight of the air-launched Pegasus LV First flight of the air-launched Pegasus space booster employing a B-52 carrier aircraft over the Western Range.

1991 April 18 - Second and final launch of the Small ICBM missile Second and final launch of the Small ICBM missile (first launch on 11 May 1989).

1994 February 4 - Initial demonstration flight of the Astrid Initial demonstration flight of the Astrid (Advanced Single Stage Rapid Insertion) interceptor vehicle.

1994 March 13 - First launch of the Taurus space booster.

1994 May 8 - Final launch of the Scout booster from Vandenberg Final launch of the Scout booster from Vandenberg AFB (first launch on 26 April 1962).

1995 March 24 - Final launch of an Atlas E booster from Vandenberg Final launch of an Atlas E booster from Vandenberg AFB (first launch on 7 June 1961).

1995 August 15 - First launch from SLC-6 (Athena-1) First launch from Space Launch Complex 6 involved the Lockheed Launch Vehicle I (LLV-1), carrying the commercial satellite GEMSTAR.

2004 December 10 - Launch Vehicle: OBV. GBI Deployment at Vandenberg The first of two operational anti-ballistic missiles to be deployed during 2005 at Vandenberg AFB was lowered into its underground silo. This marked the first installation in the continental United States.

2008 March 13 - 10:02 GMT - Launch Vehicle: Atlas V. Atlas V 411 AV-006 USA 200 Spacecraft: Jumpseat-2. Perigee: 1,112 km (690 mi). Apogee: 35,780 km (22,230 mi). Inclination: 63.60 deg. Classified National Reconnaissance Office satellite placed in a Molniya orbit; orbital parameters are estimated. Believed to be the second in a new series carrying combined signals intelligence and early warning payloads. Probable sensors included the SBIRS HEO-2 infrared missile early warning package and the NASA/Los Alamos TWINS-B magnetospheric research payload.

Secure the High Ground

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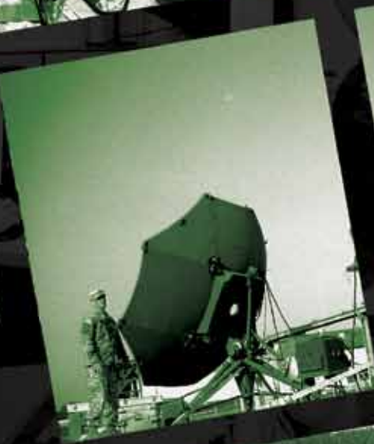



The Missiles of Vandenberg

By Sharon Watkins Lang
USASMDC/ARSTRAT Historical Office

Launched on Nov. 4, 2006 from Space Launch Complex-6, this Delta IV rocket carried a 2,700 pound Defense Meteorological Satellite (DMSP-17) into orbit. Constructed in Decatur, Ala., the Delta IV is part of a program to reduce the cost of space launch vehicles. This was the second successful Delta IV launch from Vandenberg Air Force Base, Calif. *USAF Photo by Joe Davila*

Vandenberg Air Force Base has played an important role in the nation's space and missile programs from the beginning. Camp Cooke was selected in 1956 to be a missile launch and training base. Its selection was based upon specific geographical features. Camp Cooke encompassed an extensive amount of land situated away from populated areas. It also benefited from a moderate climate which enabled year round operations. With regard to missile and space applications, Camp Cooke's location "allowed missiles to be launched into the Pacific Ocean without population overflights."[1] Similarly, satellites could be "launched into polar orbit directly toward the South Pole without overflying any land mass until reaching Antarctica." One year later, North Camp Cooke transferred to the Air Force and was renamed Vandenberg Air Force Base.

Vandenberg's first successful launch came in 1958. On Dec. 16, a Thor intermediate range ballistic missile was successfully launched. On Feb. 28, 1959, Vandenberg achieved another first with the successful launch of its first polar orbiting satellite, Discoverer I. By the end of the year, Vandenberg had achieved another milestone. On Sept. 9, 1959, the first Atlas Intercontinental Ballistic Missile was launched from Vandenberg. In December 1959, these nuclear-armed Intercontinental Ballistic Missiles were placed on operational alert status.[2]

The first versions of the Atlas missiles were stored in semi-hard containers, raised from a horizontal position and fueled at the surface for launching. As the program evolved these Intercontinental Ballistic Missiles were stored in semi-hardened facilities each with their own launch control center, allowing for dual salvo launches. The Atlas F, however, was deployed in 175 foot deep underground missile silos. Although the Atlas would soon be replaced as an offensive system, they continue to serve as space launch vehicles.

By 1961, the Titan I and later the Titan II began to replace the Atlas Intercontinental Ballistic Missile. The Titan series incorporated storable propellants, all inertial guidance, and the most evident change, an in-silo launch capability. Even as the Titans are being deployed, the Air Force and Vandenberg initiated tests in 1962 with the next generation system - the Minuteman - I, II and III, - a three-stage, solid propellant Intercontinental Ballistic Missile. The Minuteman which derives its name from the quick launch time, approximately one minute has had an enduring history. The Minuteman has evolved to meet its changing mission. The current Minuteman III is the only land-based Intercontinental Ballistic Missile in the American arsenal and retains a presence at Vandenberg today.

Concurrent with these early Intercontinental Ballistic Missile programs, Vandenberg became a part of the space program. As early as September 1962, Vandenberg launched its first international satellite. Three years later, President Lyndon Johnson announced a new Manned Orbiting Laboratory program. Construction began for the Space Launch Complex -6 (SLC-6) in March 1966.[3] Although the Manned Orbiting Laboratory was canceled in 1969 and the Space launch Complex-6 mothballed, the site was revived ten years later to support the Space Shuttle program. Declared operational in October 1985, Space Launch Complex-6 was again mothballed in September 1989. Between 1995 and 1999, Space Launch Complex-6 was again modified and now serves as the launch facility for the Delta IV vehicle. In the interim, Vandenberg continued to provide space launch capabilities. As the Air Force recently reported:

> Unmanned satellites of every description and purpose, including international satellites were placed in orbit from Vandenberg by a widening variety of boosters. Among the parade of newer space boosters are the Titan IV (March 1991), Taurus (March 1994), Pegasus (April 1995), Delta II (February 1996), Atlas IIAS (December 1999), Minotaur (2000), and beginning in late 2005, the Falcon 1, the Delta IV, and Atlas V vehicles.

The next missile program to be tested at Vandenberg was

Coast Defense North of Camp Cooke. *Photo by John Glascock and Janet Anderson*

the Peacekeeper also known as the MX missile. Unlike earlier missiles the Peacekeeper was a Multiple Independent Reentry Vehicle system capable of carrying up to ten separate reentry vehicles. The first test flight for the Peacekeeper came on Jun. 17, 1983. It traveled 4,200 miles and successfully impacted its target at the Kwajalein Missile Range.

The relationship between USASMDC/ARSTRAT and Vandenberg Air Force Base actually dates back to May 1960. In February 1959, the Department of Defense's Ballistic Missile Defense Committee selected Kwajalein Island in the Marshall Islands, as the down-range test site for the NIKE-ZEUS program. An ad hoc group appointed by the Special Assistant to the President for Science and Technology was established in 1960 to resolve a dispute over the target to be used in the Nike-Zeus program. The group ruled in favor of the Atlas Intercontinental Ballistic Missiles launched from Vandenberg. Two years later, on Dec. 12, 1962, the NIKE-ZEUS program achieved the first fully successful intercept of an Intercontinental Ballistic Missile, an Atlas D launched from Vandenberg Air Force Base. As the Army's missile defense programs evolved over the next 47 years, Vandenberg has continued to provide targets for intercept tests and sensor configuration.[4]

In 2003, the relationship between Vandenberg and USASMDC/ARSTRAT added a new dimension. After five decades of providing targets for the missile defense program, Vandenberg would now launch the interceptors. Launch Facility 23, a former Minuteman facility, was refurbished to support the Ground-based Midcourse Defense program. A new 118,000 pound steel liner was inserted into the existing silo to support the ground based interceptor. The first interceptor was installed in December 2004, with plans to add an additional three missiles to the site. Additional communications equipment permit remote launches of the ground-based interceptor from fire control centers in Colorado or Alaska. Testing began in 2005 with the first launch and intercept from the Reagan Site occurring on Sept.1, 2006. A new era at Vandenberg has begun.

(Footnotes)

[1] Vandenberg Air Force Base, Fact Sheet, History Office. Vandenberg AFB web page, accessed on 14 January 2009. http://www.vandenberg.af.mil/library/factsheets/factsheet_print.asp?fsID=4606&page=1

[2] The Atlas missiles, the first ICBMs placed on alert in the United States, remained on alert at Vandenberg through June 1965.

[3] As an interesting aside, on 29 December 1966, Vandenberg completed its 123rd major launch operation of the year with both Air Force and Navy programs. To date this record remains unbroken.

[4] In addition to the traditional target launches, Vandenberg launched the Midcourse Space Experiment aboard a Delta II in April 1996 as part of a data collection exercise, and the Orbital/Suborbital Program Target Launch Vehicle in 2000, a new target developed by the command.

LEFT PHOTO – Senior Airmen David Wade and Eugene Clark and Staff Sergeant Kevin Gorney, missile maintenance crewmen, perform an electrical check no an Laser Guided Missile-30F Minuteman III Intercontinental Ballistic Missile in its silo on Jan. 1, 1980 (USAF Photo, TSgt Bob Wickley)

RIGHT PHOTO –This Delta II rocket launched from Space Launch Complex-2 on Sept. 6, 2008 carried a GeoEYE-1 Satellite into orbit. The Delta II has launched over 130 projects for the Department of Defense and NASA. *USAF Photo by Joe Davila*

GEN Hoyt Sanford Vandenberg's

Biography

Vandenberg Air Force Base is named in honor of the late GEN Hoyt S. Vandenberg, second Air Force Chief of Staff of the United States Air Force and chief architect of today's modern Air Force.

Hoyt Vandenberg was born in Milwaukee, Wis., on Jan. 24, 1899. In 1923, he graduated from West Point Academy, ranking 240 in a class of 261. Vandenberg excelled in pilot training at both Brooks and Kelly Field in Texas. He flew attack and fighter aircraft and served two tours as an instructor pilot. His reputation as an outstanding pilot enabled him to obtain a series of education assignments at the Air Corps Tactical School, Maxwell Air Force base, Ala; the Command and General Staff College, Fort Leavenworth, Kansas; and the Army War College, Washington, D.C.

In June 1939, he was assigned to the plans division of the office of the chief of the Air Corps. After the United States had entered World War II, he was appointed operations and training officer of the Air Staff under GEN Henry H. (Hap) Arnold. During the early stages of the war, Vandenberg (then a colonel), was transferred to England and assisted in planning air operations for the invasion of North Africa. He received his first star in December 1942, and became chief of staff of the Twelfth Air Force in North Africa under GEN James H. Doolittle. During this campaign he flew over two dozen combat missions over Tunisia, Italy, Sardinia, Sicily, and Panteileria to obtain firsthand information.

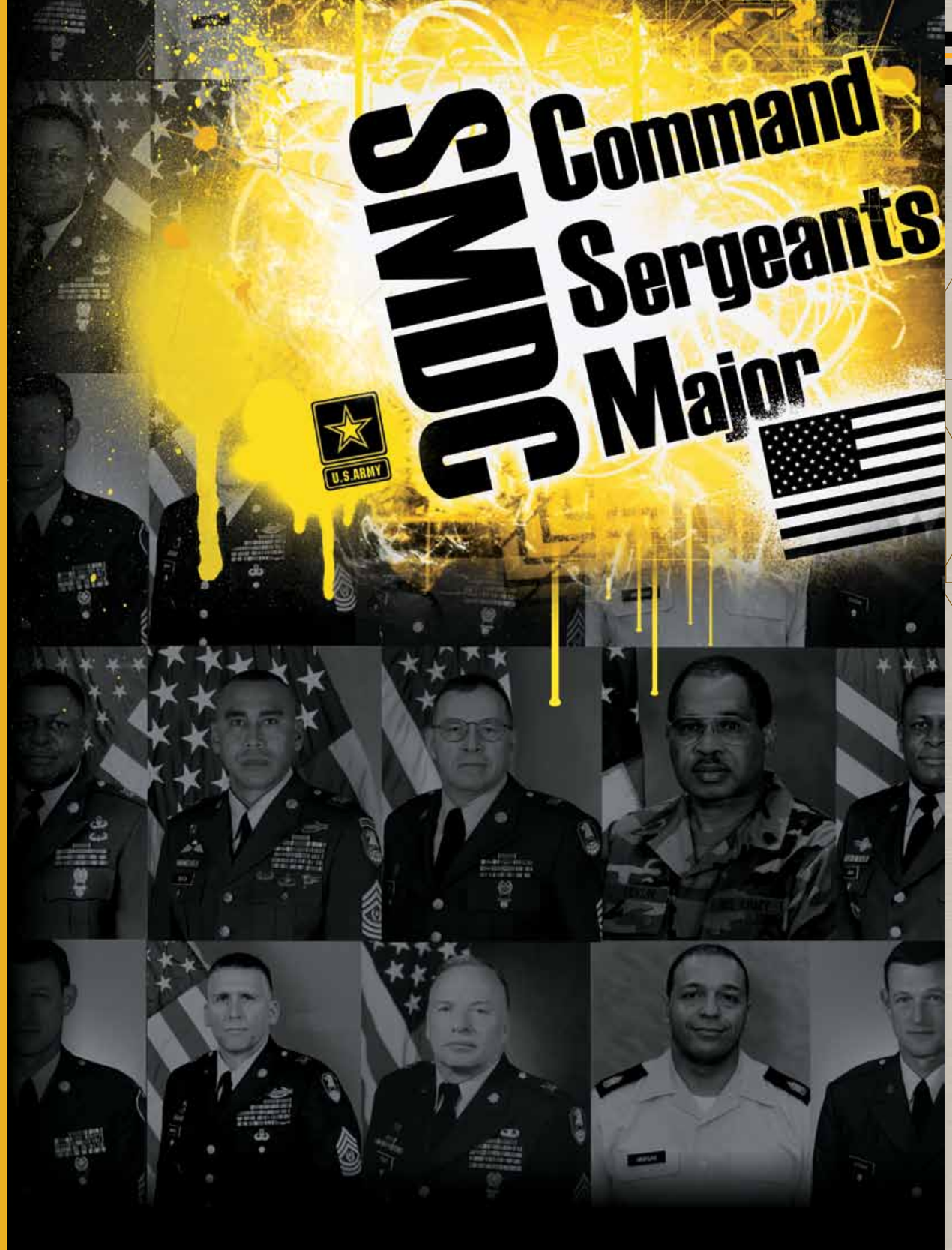
Returning to the United States in August 1943, GEN Vandenberg was assigned to Army Air Force Headquarters as deputy chief of the Air Staff. A month later he became head of an Air Mission to Russia under Ambassador W. Averell Harriman, and returned to the United States in January 1944. In March, he was promoted to major general and returned to Europe as deputy air commander-in-chief of the Allied Expeditionary Forces and commanding general of its American air component. He helped plan the Normandy invasion, and in August 1944 took over command of the Ninth Air Force in the European Theater.

In March 1945, he was promoted to the rank of lieutenant general, and full general in 1947. Meanwhile, in January 1946, GEN Vandenberg was appointed chief of the intelligence division of the General Staff. In June, he was named director of the Central Intelligence Group, predecessor to the Central Intelligence Agency formed in 1947.

He returned to duty with the Air Force in May 1947, and became deputy commander and chief of staff of the Army Air Force. With the establishment of a separate Air Force in September 1947, Vandenberg became its first vice chief of staff under GEN Carl Spaatz, and succeeded him on April 30, 1948. He held that post through the critical periods of the Berlin airlift (1948-1949) and the Korean War (1950-1953).

Weak, exhausted, and in constant pain from cancer, GEN Vandenberg retired from the Air Force in June 1953. He died in Washington, D.C. on April 2, 1954.

In honor of his service to the nation, the aerospace base at Lompoc, Calif., formerly Cooke Air Force Base, was renamed Vandenberg Air Force Base on Oct. 4, 1958.



CSM Ralph C. Borja

May 2007 - Present

CSM Ralph C. Borja was born in Agana, Guam. He enlisted in the United States Army upon graduating from high school in 1979 and completed Basic Training and Advanced Individual Training at Fort Benning, Ga.

CSM Borja has served in the Army more than 29 years in various Airborne Ranger and Light Infantry assignments throughout the United States and overseas, to include 2nd Battalion, 75th Infantry (Rangers), Fort Lewis, Wash.; Ranger Indoctrination Program, Schofield Barracks, Hawaii; 3rd Battalion, 75th Infantry (Rangers), Fort Benning; U.S. Army Readiness Group (Guam Division) Fort Shafter, Hawaii; 2nd Battalion, 327th Infantry Regiment and Noncommissioned Officer Academy, Fort Campbell, Ky.; and the Joint Readiness Training Center, Fort Polk, La. He has held leadership positions as a team leader, squad leader, platoon sergeant, infantry advisor, Ranger instructor, Rifle Company first sergeant, deputy commandant (NCO Academy); Battalion O/C sergeant major at the Joint Readiness Training Center (JRTC) in Fort Polk; battalion Command Sergeant Major with 1st Battalion, 327th Infantry Regiment of the 101st Airborne Division (Air Assault), Fort Campbell; brigade Command Sergeant Major with 2nd "Commando" Brigade, 10th Mountain Division, at Fort Drum, N.Y.; and division Command Sergeant Major with the 10th Mountain Division (LI) at Fort Drum.

CSM Borja is currently pursuing a bachelor's degree in business management. His military education includes Basic Airborne Course, Small Arms Weapons Repair Course, Ranger School, Jump Master Course, Pathfinder Course, Air Assault Course, Jungle Operations Training Course, Special Operation Training Course, Battle Staff Course, Primary, Basic and Advance Noncommissioned Officer Course, First Sergeant Course, United States Joint Forces Command Keystone Course and the United States Army Sergeants Major Academy.

His awards and decorations include the Legion of Merit, Bronze Star Medal, Purple Heart, Defense Meritorious Service Medal, Meritorious Service Medal with three oak leaf clusters, Army Commendation Medal with one oak leaf cluster, Army Achievement Medal with two oak leaf clusters, Good Conduct Medal (9th Award), National Defense Service Medal with bronze star, Armed Forces Expeditionary Medal with bronze star and arrowhead, Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Noncommissioned Officer's Development Ribbon with numeral 4, Army Service Ribbon, Overseas Service Ribbon with numeral 2, NATO Medal, Valorous Unit Award and the Joint Meritorious Unit Award. He has earned the Combat Infantryman's Badge, Expert Infantryman's Badge, Pathfinder Badge, Air Assault Badge, British and Canadian Foreign Airborne Wings, Order of Saint Maurice Medallion (Centurion), the coveted Ranger Tab and the Master Parachutist Badge with two combat jump stars.

CSM David L. Lady

May 2003 - April 2007

CSM (Retired) David L. Lady assumed the duties of the Command Sergeant Major of the U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (SMDC/ARSTRAT) May 19, 2003. His previous assignment was as the Command Sergeant Major, U.S. Army Europe and Seventh Army, Heidelberg, Germany. His other career highlights include duties as Command Sergeant Major, U.S. Army Armor Center and Fort Knox, Ky., and Command Sergeant Major, 7th Army Training Command, Grafenwoehr, Germany.

CSM Lady is a native of Washington, D.C., and enlisted in the U.S. Army as an Armor Crewman in 1974. He holds a bachelor of arts degree in history from Wittenberg University, Springfield, Ohio.

CSM Lady has held every key Armor leadership position including Tank Commander, Headquarters Tank Section Leader, Platoon Sergeant, Acting Platoon Leader, and has served as First Sergeant of four companies. He served as Command Sergeant Major, 2nd, Battalion, 68th Armor, 1st Armored Division, Baumholder Germany; Command Sergeant Major, Task Force Silver Lion, Operation Intrinsic Action, Kuwait; Command Sergeant Major, Operations Group, Combat Maneuver Training Center, Hohenfels, Germany.

He has completed all levels of the NCO Education System, including the Sergeant Major Course, where he exceeded course standards. He is also a graduate of the NBC Officer/NCO Course, the Security Manager's Course, the First Sergeant Course, where he was named Distinguished Graduate, and the Command Sergeant Major Course.

His staff and instructor assignments have included Armor Officer Basic Course tactics instructor, Battalion Intelligence Sergeant, NCO Academy Operations Sergeant, and G3 (Training) Sergeant Major for the 1st Armored Division. In 1981, while serving at the Armor School, CSM Lady received the prestigious Joseph H. Hibbs Distinguished Instructor Award.

In 1983, while stationed in Germany, CSM Lady was selected as U.S. Army Europe and 7th Army Noncommissioned Officer of the Year. He is also a member of the Sergeant Morales Club, the Sergeant Audie Murphy Club, the Order of St. George, and the Order of St. Barbara.

CSM Lady's awards and decorations include the Distinguished Service Medal, Legion of Merit with two oak leaf clusters, Meritorious Service Medal with two oak leaf clusters, Army Commendation Medal with four oak leaf clusters, Army Achievement Medal with two oak leaf clusters, and the Good Conduct Medal (tenth award). He is also a recipient of the German Armed Forces Cross of Honor (Bronze).

CSM Reginald Ficklin

March 2003 – May 2003

CSM (Retired) Reginald Ficklin entered the United States Army from Fort Valley, Ga., in May 1973. CSM Ficklin served our country and the United States Army well and faithfully throughout a distinguished career spanning over 31 Years. He began his career as a HAWK Missile System, Fire Control Operator in the Army's Air Defense Artillery. Throughout his career, CSM Ficklin continued to progress through greater levels of responsibility within the Army Air Defense Artillery Branch. CSM Ficklin was selected to serve as an Army Drill Sergeant, a testament to his professionalism and superior military bearing. CSM Ficklin served both in the Continental United States and overseas, including two tours of duty in Korea, and two tours of duty in Germany. The last thirteen years of his career, CSM Ficklin attained the highest noncommissioned officers rank: Command Sergeant Major.

As a Command Sergeant Major, CSM Ficklin served at the Battalion, Brigade, Division equivalent (Two Star), and Major Command (Three Star) level. As the Command Sergeant Major of the 32nd Army Air and Missile Defense Command (AAMDC), CSM Ficklin deployed to Southwest Asia in support of Operations Desert Thunder I and II. CSM Ficklin's career culminated in his selection to be the Command Sergeant Major for the U.S. Army Space and Missile Defense Command. CSM Ficklin retired from active duty Dec. 31, 2003 and continues to serve his country as a government contractor with Quantum Research International as a Program Analyst's. CSM Ficklin is the Deputy Program Lead for the Army Cryptographic Modernization Project Management Office; support the Mark XIIA IFF Mode 5, and USAADASCH-DCD Air Defense Interrogator Programs. The program development will under an IFF upgrade from Mode 4 to Mode 5 into all the Army's platforms with a new encrypted waveform algorithm; meeting Office of the Secretary of Defense Joint Service requirements of Initial Operational Capability by 2014, and Full Operational Capability by 2020.

CSM Ficklin holds a Bachelors of Arts Degree in Sociology and Social Work from Fort Valley State University in Georgia. CSM Ficklin's military education includes all levels of the Noncommissioned Offer Education System to include the United States Army Sergeants Major Academy Class # 35, and United States Army Drill Sergeant School.

CSM Ficklin's awards and decorations include, Legion of Merit (1st Oak Leaf), Meritorious Service Medal (5th Oak Leaf), Army Commendation Medal (3rd Oak Leaf), Army Achievement Medal (5th Oak Leaf), Army Good Conduct Medal (10th Oak Leaf), National Defense Service Medal, Armed Forces Service Medal, NCO Professional Development Ribbon (2nd Award), Overseas Service Ribbon (4th Award), Drill Sergeant Badge, Ancient Order of Saint Barbara's and United States Army Retirement Pin.

CSM Ficklin resides in El Paso, Texas with his wife Veronika and son Daniel.

CSM Wilbur V. Adams

April 2000 - March 2003

CSM (Retired) Wilbur Adams is a member of Raytheon Company's Network-Centric Services Organization. He supports NCS programs/product lines in the development of products and services that support the warfighter, homeland security and homeland defense initiatives.

CSM Adams serves on the Raytheon Mission Assurance Board and the Raytheon (IED) Defeat Task Force. He manages the Raytheon Senior Advisory Board that provides end user perspectives, tactical and technical expertise in product development, design and operational specifications..

CSM Adams is a native of Detroit, Michigan, and enlisted in the United States Army in February 1973. He is a graduate of Hawaii Pacific University with a degree in Business Management; and he is a graduate of the Air Defense Artillery Basic and Advanced Noncommissioned Officers Course, the United States Army First Sergeants Course, and the United States Army Sergeants Major Academy, Class 38.

He assumed the duties as the Command Sergeant Major of the United States Army Space and Missile Defense Command (SMDC) April 24, 2000 and his former assignment was as the Command Sergeant Major for the United States Army Air Defense Artillery Center and Fort Bliss, Texas.

CSM Adams has served in every leadership position in Short Range Air Defense Artillery units throughout the Army. He served as a Redeye Gunner in the 2nd Battalion, 10th Field Artillery Regiment, 197th Infantry Brigade, Fort Benning, Ga.; 1st Battalion, 3rd Air Defense Artillery Regiment, 101st Airborne Division (Air Assault) Fort Campbell, Ky.; and the 3rd Battalion (Airborne), 4th Air Defense Artillery Regiment, 82nd Airborne Division, Fort Bragg, N.C. Additionally, he served as a Forward Area Alerting Radar Section Chief and Platoon Sergeant with the 2nd Battalion, 61st Air Defense Artillery Regiment, 2nd Infantry Division, Republic of Korea; and the 4th Battalion, 61st Air Defense Artillery Regiment, 4th Infantry Division, Fort Carson, Colo.

He also served as a Drill Sergeant and a Senior Drill Sergeant with the 2nd and 3rd Battalions of the 1st Air Defense Artillery Training Brigade at Fort Bliss, Texas. CSM Adams continued his service as the Assistant Operations Sergeant, and Chaparral and Vulcan weapon systems Platoon Sergeant with the 1st Battalion, 62nd Air Defense Artillery Regiment, 25th Infantry Division (Light), Schofield Barracks, Hawaii.

CSM Adams First Sergeant assignments were with A Battery, 1st Battalion, 62nd Air Defense Artillery Regiment, 25th Infantry Division (Light), Schofield Barracks, Hawaii, and B Battery, 2nd Battalion, 2nd Air Defense Artillery Regiment, 31st Air Defense Artillery Brigade, Fort Hood, Texas. He was appointed Command Sergeant Major and assigned to the 3rd Battalion (Airborne), 4th Air Defense Artillery Regiment, 82nd Airborne Division, Fort Bragg, N.C., in November 1992, and was later selected as the Command Sergeant Major for the 108th Air Defense Artillery Brigade, XVIII Airborne Corps, Fort Polk, La, in February 1996.

His awards and decorations include the Distinguished Service Medal, Legion of Merit; Meritorious Service Medal (4th Oak Leaf Cluster); Drill Sergeant Badge; Australian, British, and German Parachutists Badges; Air Assault Badge , Rappel Master qualification the coveted Master Parachutist Badge and Air Force Space Badge.

CSM Frank J. Mantia

February 1998 - April 2000

CSM (Retired) Frank J. Mantia was born in St. Louis Mo. He was drafted into the U.S. Army in October 1970.

CSM Mantia attended Basic Combat Training at Fort Leonard Wood, Mo., and Advance Individual Training, (11B) at Fort Ord, Calif. He then attended basic Airborne School at Fort Benning, Ga., and was subsequently assigned to the 2nd Battalion, 325th Airborne Infantry Regiment, 82nd Airborne Division where he was assigned as a machine gunner and team leader. In May 1973, he went to Panama where he worked in the Joint Operations Center. In February 1978, CSM Mantia was assigned to Fort Leonard Wood, where he attended Drill Sergeant School. Upon completion of drill sergeant duty, he was assigned to the 2nd Battalion, 508th Parachute Infantry Regiment, 82nd Airborne Division where he held platoon sergeant, battalion operations sergeant, and first sergeant positions. He also participated in the MFO and "Operation Urgent Fury" in Granada.

In 1984, he was assigned to Forces Command Headquarters and worked in the operations center until October 1986. CSM Mantia was reassigned to the 1st Infantry Division (Forward), Federal Republic of Germany, where he was a first sergeant until December 1989. In 1990, Mantia attended the U.S. Army Sergeants Major Academy, class No. 35. After graduation from the academy, he was assigned as the battalion Command Sergeant Major of 2nd Battalion, 325th Airborne Infantry Regiment, 82nd Airborne Division. A week after being assigned, he deployed to Desert Shield/Desert Storm for eight-and-a-half months.

In December 1992, he moved to the 3rd Brigade, 505th Parachute Infantry Regiment, 82nd Airborne Division where he remained as the brigade Command Sergeant Major until July 7, 1995. He left Fort Bragg, N.C., enroute to Fort Drum, N.Y., and the 10th Mountain Division (Light Infantry) where he served as the Division Command Sergeant Major from July 1995 until February 1998.

CSM Mantia served as the Command Sergeant Major for U.S. Army Space and Missile Defense Command from February 1998 until March 2000. In May of 2000 he retired from active service.

CSM Mantia and his wife Barbara currently live in St. Louis, Mo. Since retiring Mantia was a military advisor to the Croatian Military in Zagreb, Croatia. There he assisted in revising the curriculum for their basic training and non-commissioned officer schools. Currently CSM Mantia is employed by USIS. He conducts background investigations for the Office of Personnel Management and Customs and Border Protection Agency.

His civilian and military education includes three years of college, all levels of the Noncommissioned Officer Education System, Drill Sergeant School, Jump School, Jumpmaster School and the First Sergeants Course.

SMA Jack Tilley

July 1997 - February 1998

Retired SMA Jack L. Tilley was sworn in as the 12th Sergeant Major of the Army on June 23, 2000 and served until January 15, 2004. A career Soldier, he held many leadership positions within the Department of the Army and Unified Command environments.

As SMA, Tilley served as the Army Chief of Staff's personal advisor on all enlisted-related matters, particularly in areas affecting Soldier training and quality of life. The Sergeant Major of the Army devoted the majority of his time to traveling throughout the Army observing training and talking to Soldiers and their Families. He sat on a wide variety of councils and boards that made decisions affecting enlisted Soldiers and their Families and was routinely invited to testify before Congress.

SMA Tilley was born in Vancouver, Wash., on Dec. 3, 1948. He entered the Army in November 1966 and attended basic training at Fort Lewis, Wash., and advanced individual training at Fort Knox, Ky. Following tours in Vietnam and Fort Benning, Ga., Sergeant Major of the Army Tilley left the Army for two years before enlisting again in September 1971.

He held a variety of important positions culminating in his assignment as the Sergeant Major of the Army. He held the senior enlisted position as Command Sergeant Major of the United States Central Command, MacDill Air Force Base, Fla., and Command Sergeant Major of U.S. Army Space and Missile Defense Command, Arlington, Va. Other assignments as Command Sergeant Major were 1st Battalion, 10th Cavalry, Fort Knox and 194th Armor Brigade, 1st Armored Division, Bad Kreuznach, Germany.

Throughout his 34-year career, SMA Tilley has held every key leadership position including tank commander, section leader, drill sergeant, platoon sergeant, senior instructor, operations sergeant and first sergeant. His military education includes the First Sergeants Course and the Sergeants Major Academy. He is also a graduate of the basic airborne course, drill sergeant school and master gunner's course.

His awards and decorations include the Defense Superior Service Medal, Legion of Merit with two oak leaf clusters, Bronze Star with V Device, Meritorious Service Medal with one oak leaf cluster, Vietnam Service Medal and Campaign Medal, Presidential Unit Citation, Overseas Service Ribbon (2), NCO Professional Development Ribbon (4), Drill Sergeant's Badge, Parachutist's Badge and the Army Staff Identification Badge.

CSM William O. Morgan

February 1996 - June 1997

CSM (Retired) William O. Morgan enlisted in the Army in June of 1969 as an automotive maintenance mechanic and was later reclassified into Air Defense in 1977. During his career, he served in virtually every enlisted leadership position in the Army from squad leader and Platoon Sergeant in C Battery, 4th Battalion 61st Air Defense Artillery 4th Infantry Division Fort Carson, Colo., through Command Sergeant Major of the former U.S. Amy Space and Strategic Defense Command (USASSDC), now U.S. Army Space and Missile Defense Command/Army Forces Strategic Command (SMDC/ARSTRAT).

He also served as First Sergeant of C Battery, 1st Battalion 62nd Air Defense Artillery 25th Infantry Division, Schofield Barracks, Hawaii, and the 85th U.S. Army Field Artillery Detachment (Pershing) in Geilenkirchen, Germany. He served as Command Sergeant Major of 3rd Battalion 56th Air Defense Artillery, 1st Battalion 43rd Air Defense Artillery, Commandant, U.S. Army Noncommissioned Officer's Academy Fort Bliss, TX, 69th Air Defense Artillery Brigade Gieblestadt Germany, 2nd Region, Reserve Officer Training Corps (ROTC) Fort Knox, Ky., and his last assignment as the Command Sergeant Major of USASSDC before retiring from active duty in 1997.

His awards and decorations included the Legion of Merit with Oak Leaf Cluster, Meritorious Service Medal with three Oak Leaf Clusters, the Army Commendation Medal with five Oak Leaf Clusters, the Army Achievement Medal with one Oak Leaf Cluster, eight awards of the Good Conduct Medal and various other service and campaign ribbons.

Since retiring from the Army, CSM Morgan was employed for a year as the Operations Supervisor for the U.S. Bankruptcy Court in Washington, D.C., for eight years with Computer Science Corporation, where he supported the Joint Theater Air and Missile Defense Organization under the Joint Staff, and for the past three years he has been employed by Raytheon Company where he has been a manager responsible for business development, and now is responsible for talent acquisition and training for Raytheon's Integrated Defense System's International Operations.

CSM Morgan is a graduate of the Army's Primary Leadership Course, Basic and Advanced Noncommissioned Officer's Courses, Master Fitness Trainer's Course, Air Assault School, Dill Sergeant's School and the U.S. Army Sergeant's Major Academy Class 31. He holds a Bachelor of Science Degree in Business Administration from Hawaii Pacific College, and a Master of Arts Degree in Management from Webster University. CSM Morgan currently resides with his wife Terri and their daughter Alyssa in Alexandria, Va. They also have a son Julian, who is a senior at Marymount University in Arlington, Va.

CSM Wayne P. Strohm

August 1992 - February 1996

CSM (Retired) Wayne Paul Strohm was Army Space Command's — now known as U.S. Army Space and Missile Defense Command/Army Forces Strategic Command — first command sergeant major.

CSM Strohm was born in Maryland April 10, 1947 and enlisted in the Army on May 4, 1966. He received his Basic and Advanced Individual Training at Fort Gordon, Ga.

He attended the Advanced Noncommissioned Office Course at Fort Gordon, Ga., and graduated from Army Sergeant Major Academy at Fort Bliss, Texas. He served five overseas tours at posts in Thailand, Italy and Korea. Before coming to the command, he served as the command sergeant major for the 6th Training Battalion and 3/22 Field Artillery at Fort Sill, Okla.; the 69th Transportation Battalion at Camp Carroll, Korea; the 20th Support Group at Camp Henry, Korea and as the garrison command sergeant major at Fort Campbell, Ky.

CSM Strohm began his association with the command in 1991 when he was made the command sergeant major for Army Space Command in Colorado Springs, Colo. When Army Space Command was combined with U.S. Army Space and Strategic Defense Command the following year, he became the command sergeant major for the entire organization and served in that capacity for four years. CSM Strohm's long tenure provided stability during the growing pains associated with reorganizing the command. He was the first and only command sergeant major for the organization to serve in Colorado Springs. All of his successors have been posted to the SMDC/ARSTRAT headquarters, first in Arlington and then in Huntsville.

LTG Jay Garner, commander of U.S. Army Space and Strategic Defense Command said of CSM Strohm during his February 9, 1996 retirement ceremony: "He has significantly changed for the better every organization he ever served." CSM Strohm retired to Tyrone, Pa., where much of his extended family resided and became an avid hunter and fisherman at his rural Pennsylvania home. He passed away at his home on April 27, 2007. He had just reached his 60th birthday.

He is survived by his wife Sun Cha, two sons, one daughter and eight grandchildren. He was interred among his fellow Soldiers at the Fort Sill National Cemetery, Okla.

A Historical Perspective:

The Noncommissioned Officer

Time has not altered the truth of what Baron Von Steuben Wrote at Valley Forge, in his "Regulation for the Order and Discipline of the Troops of the United States."

"The Choice of Noncommissioned Officers is an object of greatest importance. The order and discipline of a regiment depends so much upon their behavior that too much care can not be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it. Honesty, sobriety, and a remarkable attention to every point of duty, with neatness in their dress, are indispensable prerequisite: A spirit to command respect and obedience from the men, an expertness in performing every part of the exercise and an ability to teach it, are also absolutely necessary; Nor can a Sergeant or Corporal be said to be qualified who does not write and read in a tolerable manner."

The year was 1778, but there is little we can add to the doughty Barons' instructions for the Sergeants and Corporals:

" It being on the Noncommissioned Officers that the discipline and order of a company in a great measure depend, that they cannot be too circumspect in their behavior toward the men, by treating them with mildness and at the same time obliging everyone to do his duty. By avoiding too great familiarity with the men, they will not only gain their love and confidence, but be treated with a proper respect; whereas by a contrary conduct will forget all regard and authority become despised."

"Each Sergeant and Corporal will be in a particular manner answerable for the squad committed to his care. He must pay particular attention to their conduct in every respect; that they keep themselves and their arms always clean; that they have their effects always ready, and put where they can get them immediately, and even in the dark, without confusion; every fine day he must oblige them to air their effects."

"When a man of his squad is warned of duty, he must examine him before he carries him to the parade, obliging him to take all his effects with him, unless when specially ordered to the contrary."

"In teaching the recruits, they must exercise all their patience, by no means abusing them, but treating them with mildness, and not expect too much precision in the first lessons, punishing those only who are willfully negligent."

"They must suppress all quarrels and disputes in the company; and where other means fail, must use their authority in confining the offender."

From the Citizen-Soldiers of Valley Forge to today's All Volunteer Professional NCO Corps, the Noncommissioned Officer's traditional role of service to the Nation is older than the Nation itself.

THE NCO CREED

No one is more professional than I. I am a Noncommissioned Officer, a leader of Soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as "The Backbone of the Army." I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself. I will not use my grade or position to attain pleasure, profit, or personal safety.

Competence is my watchword. My two basic responsibilities will always be uppermost in my mind — accomplishment of my mission and the welfare of my Soldiers. I will strive to remain tactically and technically proficient. I am aware of my role as a Noncommissioned Officer. I will fulfill my responsibilities inherent in that role. All Soldiers are entitled to outstanding leadership; I will provide that leadership. I know my Soldiers and I will always place their needs above my own. I will communicate consistently with my Soldiers and never leave them uninformed. I will be fair and impartial when recommending both rewards and punishment.

Officers of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my Soldiers. I will be loyal to those with whom I serve; seniors, peers, and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders. I will not compromise my integrity, nor my moral courage. I will not forget, nor will I allow my comrades to forget that we are professionals, Noncommissioned Officers, leaders!

WE ARE PROFESSIONALS, NONCOMMISSIONED OFFICERS

7 ARMY VALUES

Loyalty — Bear true faith and allegiance to the U.S. constitution, the Army, and other Soldiers. Be loyal to the nation and its heritage.

Duty — Fulfill your obligations. Accept responsibility for your own actions and those entrusted to your care. Find opportunities to improve oneself for the good of the group.

Respect — Rely upon the golden rule. How we consider others reflects upon each of us, both personally and as a professional organization.

LDRSHIP

Selfless Service — Put the welfare of the nation, the Army, and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

Honor — Live up to all the Army values

Integrity — Do what is right, legally and morally. Be willing to do what is right even when no one is looking. It is our "moral compass" an inner voice.

Personal Courage — Our ability to face fear, danger, or adversity, both physical and moral courage.

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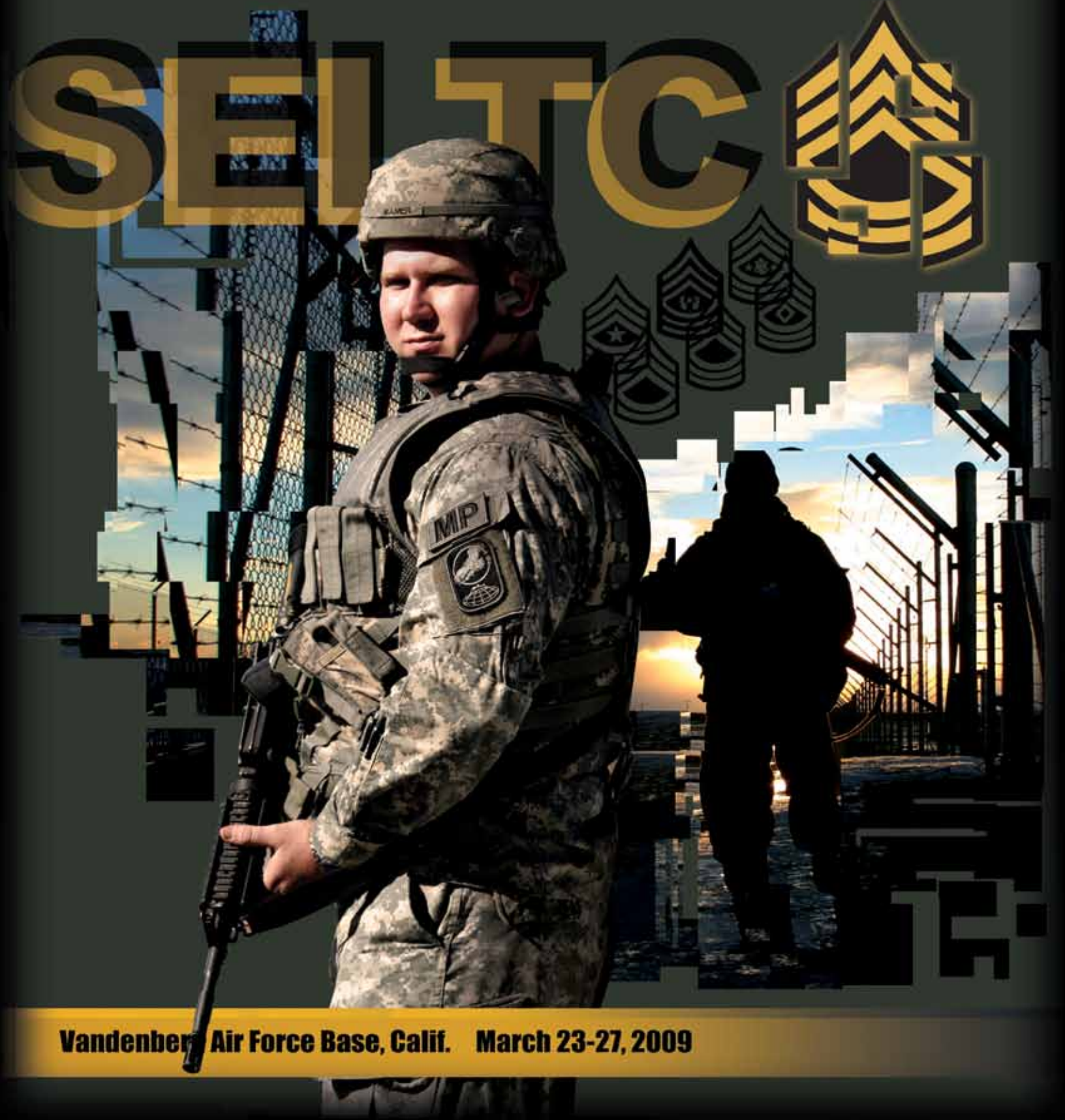

Vandenberg Air Force Base, Calif. March 23-27, 2009